

Austria	50.22	Interest	8p3100
Bulgaria	80.40	Interest	8p1150
Canada	100.00	Interest	8p1150
China	100.00	Interest	8p1150
Cyprus	100.00	Interest	8p1150
Denmark	100.00	Interest	8p1150
Egypt	100.00	Interest	8p1150
Finland	100.00	Interest	8p1150
France	100.00	Interest	8p1150
Germany	100.00	Interest	8p1150
Hong Kong	100.00	Interest	8p1150
India	100.00	Interest	8p1150
Ireland	100.00	Interest	8p1150
Italy	100.00	Interest	8p1150
Japan	100.00	Interest	8p1150
Latvia	100.00	Interest	8p1150
Malta	100.00	Interest	8p1150
Mexico	100.00	Interest	8p1150
Portugal	100.00	Interest	8p1150
Spain	100.00	Interest	8p1150
Sri Lanka	100.00	Interest	8p1150
Sweden	100.00	Interest	8p1150
Switzerland	100.00	Interest	8p1150
Turkey	100.00	Interest	8p1150
United Kingdom	100.00	Interest	8p1150
United States	100.00	Interest	8p1150
Yugoslavia	100.00	Interest	8p1150

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Tuesday October 25 1988

D 8523 A

US ELECTION

Choosing the free world's leader

Page 24

World News

PLO urges Israelis to vote against right wing

The Palestine Liberation Organisation stepped up its efforts to influence the outcome of next month's Israeli general election, calling on Jewish citizens and the minority Arab electorate to use their votes against the right wing. Page 26

Johannesburg bomb
Two people were killed and at least 40 injured when a car bomb, presumed to have been planted by the anti-apartheid African National Congress, devastated a South African shopping centre.

Philippines typhoon
Rescuers lost contact with a storm-battered ferry carrying 472 people that sent distress signals as typhoon Ruby pounded the Philippines with winds of up to 185 mph (115 mph). The typhoon left scores of people dead and 15,000 homeless. Page 4

Donations denied
The White House denied that former Philippine President Ferdinand Marcos made \$12m in campaign contributions to US President Ronald Reagan. Page 3

Mandela progress
Jailed black South African leader Nelson Mandela is making "steady progress" as he recovers from tuberculosis and has resumed his exercise routine, a hospital doctor said.

Pilot error?
A pilot performing a solo manoeuvre with the Italian national aerobatic team caused the Ramstein, West Germany, air show disaster that killed 69 people in August, according to a three-nation commission.

Afghan rebel claim
Moslem guerrillas fighting the Soviet-backed government in Kabul said they had captured an eastern provincial capital after a prolonged siege. Page 4

Soviets join rescue
Two Soviet ice-breakers were due to arrive in Alaska to join efforts by US scientists and Eskimos to free two whales trapped in the Arctic ice for more than two weeks.

Captain charged
The Italian captain of a cargo ship was charged with manslaughter, following a collision outside the Greek port of Piraeus on Friday night between the vessel and a Greek cruise liner that left two seamen dead, two tourists missing and 72 injured. Page 2

US building collapses
A seven-storey building in central Manhattan collapsed and police said some people may be trapped in the debris.

JFK mafia claim
US President John F. Kennedy was murdered by three French contract killers hired by the American Mafia, a British television documentary claims.

Greens searched
West German prosecutors searched the national headquarters of the Greens party in a tax-evasion probe that dealt another setback to the already embattled leftist group.

Belt up, Germany
West German drivers must wear seat belts in their cars even if they are parked with engines off, a court ruled.

MARKETS

STERLING	Stocks
New York close	1,748 (1,763)
London	1,752 (1,763)
DMS 1300 (3-17/8)	DM1,750 (10.88)
FFP 170000 (2-28/8)	FFP 170000 (2-28/8)
Y222.25 (224.25)	Y222.25 (224.25)
DOLLAR	
New York close	DM1,732 (1,7775)
London	FFP 1285 (6.078)
SFT 1,519 (1,505)	SFT 1,516 (1,507)
Y129.95 (126.175)	Y129.95 (126.175)
Frankfurt	Y281.54 (57.05)
Commerzbank	Y281.54 (57.05)
London	Y281.55 (-11.3)
DM1,785 (1,7905)	DM1,785 (1,7905)
FFP 1050 (6.065)	FFP 1050 (6.065)
SFT 1,516 (1,5075)	SFT 1,516 (1,5075)
Long Bond: 101 1/2	Y128.75 (126.35)
yield: 7.702% (7.658)	
Long Bond: 101 1/2	Y128.75 (126.35)
yield: 8.94% (8.869)	
London	New York latest
3-month Interbank	Comex Dec
close 12 1/2% (11 1/2)	\$408.8 (411.5)

Business Summary

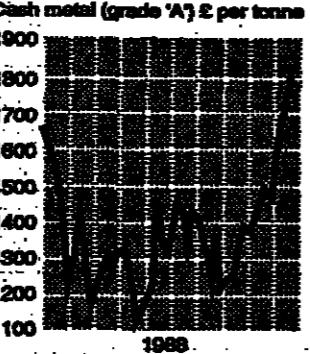
Sterling falls victim to strength of D-Mark

THE POUND fell victim to received D-Mark strength yesterday with the Bank of England unable to prevent its decline from Friday's levels. The Bank intervened to support the pound which remained weak in the aftermath of UK Chancellor of the Exchequer Nigel Lawson's speech to the City of London last Thursday.

Sterling continued to suffer from Mr Lawson's admission that Britain would continue to run a large current account deficit until 1990 and the absence in his speech of any commitment to devalue sterling. The Bank bought modest amounts of sterling for D-Marks but the pound closed in London at DM1.12, down on Friday's DM1.15.

COPPER prices on the London Metal Exchange continued their recent record-breaking

Copper



advance although retreating from earlier highs by the close after profit-taking to close at 2,135.5. Page 49

KRAFT, largest independent US food company, said it was developing a leveraged recapitalisation plan to fend off the \$11.4m bid from Philip Morris, the US tobacco and consumer products group. Mr John Richman, Kraft's chairman, issued an unusual denunciation of the current financial practices on Wall Street and expressed "deep regret" at "hardships and dislocations" which the recapitalisation would cause. Page 27

Kohlberg Kravis, the pre-eminent Wall Street specialist in so-called leveraged buy-outs, said yesterday it would offer \$30 in cash and securities for each share of RJR. "Management has decided that the company should be sold," said Mr Henry Kravis, one of the founding partners of the firm. "Our offer is a superior one. Our background and experience in completing sizable transactions enables us to proceed rapidly to conclude this transaction."

Yesterday's announcement pits Wall Street's most powerful firms against one another

Wall Street firms line up in \$20bn battle for Nabisco

By James Buckley in New York

A PLAN TO pay \$20.3bn to buy out the public stockholders of RJR Nabisco, the 19th largest US company, was unveiled yesterday by Kohlberg Kravis Roberts, the Wall Street investment partnership.

The \$30-a-share offer, which came as a surprise to US securities markets, is by far the largest ever for an industrial corporation and easily tops a \$7.5m share or \$1.7bn bid last week from senior managers of RJR itself. It sets the stage for a possible brutal struggle to control and, ultimately, liquidate the Atlanta-based tobacco and food group.

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Kraft plans to fend off Philip Morris

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in a tussle for hundreds of millions of dollars in investment banking and financing fees. Lined up with Kohlberg Kravis are two heavyweight Wall Street firms, Morgan Stanley and Merrill Lynch.

But analysts say competition has sharpened this year as the prospect of big equity profits has attracted a flood of institutional capital into buy-out funds.

According to IDD Information Services, Wall Street firms have made buy-out offers

Continued on Page 26

Lex, Page 26

second largest US investment bank, and leading managers of RJR under Mr Ross Johnson, its tough but highly regarded chief executive. Last Thursday, they announced that they were seeking board approval to make a buy-out offer at \$75 a share. RJR's current managers are considered to be a key to any deal, because they would be needed to operate and liquidate the company successfully.

In a typical buy-out, management and outside investors such as Kohlberg Kravis buy the company with very little equity but large amounts of bank debt and junk bonds secured on businesses that can easily be sold. Kohlberg Kravis, which pioneered the lucrative buy-out business in 1976 and has done over \$28bn in deals, remains dominant in the market.

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According to IDD Information Services, Wall Street firms have made buy-out offers

Continued on Page 26

Lex, Page 26

Mexico sells off airline to speed privatisation plans

By Lucy Conger in Mexico

THE MEXICAN Government has sold Aerovias de Mexico, formerly Aeromexico, for \$30m to a group of leading private-sector investors.

The deal comes less than six weeks before President Miguel de la Madrid hands over to Mr Carlos Salinas de Gortari and is part of plans to accelerate privatisation in the wake of last week's unexpected \$3.6bn bridging loan offered by the US.

The sale also marks the first significant privatisation of a large carrier in Latin America. In Argentina the Government has authorised a deal by Aerolineas Argentinas, the national airline, giving Scandinavian Airways Systems a minority stake.

The Mexican consortium, which includes Mr Miguel Alfonso Velasco, head of Televisa, the media and business group, and Mr Carlos Arellano Davila, the brokerage house owner, will pay cash for a 65 per cent stake in the airline.

The Mexican airline, which has been nationalised since it went bankrupt earlier this year, could benefit from a US-Mexican agreement opening up many destinations in the US, including Washington DC, Phoenix and Las Vegas.

The sale is expected to be followed by the privatisation of the other national carrier, Mexicana, and should be seen against the background of efforts to deregulate air traffic and stimulate tourism.

The Mexican consortium, which includes Mr Miguel Alfonso Velasco, head of Televisa, the media and business group, and Mr Carlos Arellano Davila, the brokerage house owner, will pay cash for a 65 per cent stake in the airline.

The programme is due to provide information about the Earth's surface in the form of space snapshots, which could be of use, for example, to companies prospecting for oil and farmers wishing to monitor crop growth.

ESA has considerable leeway to decide not to award the contracts to the UK based on the grounds that the UK might be unwilling to award contracts to British companies in part of the European space programme - in which the UK is anxious to have a leading role - involving a £400m scheme to build a remote-sensing satellite

for taking scientific readings of the earth and its atmosphere.

Companies such as British Aerospace and General Electric Company believe they are in a good position to gain significant contracts related to the project.

The UK Government wants to back the remote-sensing programme, which is linked to a wider ESA scheme to build the Columbus space laboratory, because it appears to have a good chance of leading to commercial spin-offs.

The envisaged increase in space science spending would involve Britain's own annual contribution to ESA, which now totals some £80m, rising by about £20m by 1994.

The agency's science programme, most of which involves building satellites for astronomy and similar studies, accounts for about 10 per cent of this year's ESA budget of £13bn.

Failure to settle the space science issue - which comes a

year after an earlier series of rows between Britain and the Paris-based ESA over money and the consequent delay of support for Columbus - could lead to the UK coming under pressure to withdraw from the agency.

Prof List said there was no question of the agency expelling Britain as a result of the space-science argument.

He added, however, that if the UK insisted on blocking the science-spending increase it might be sensible for Britain to decide for itself that it no longer wanted to be part of ESA.

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Background, Page 10



Chancellor Helmut Kohl of West Germany in Moscow yesterday with Mrs Raisa Gorbachev, wife of the Soviet leader.

Gorbachev remains firm over W Berlin

By Quentin Peel and David Marsh in Moscow

Mr Mikhail Gorbachev, the Soviet leader, last night warned West Germany against trying to extract concessions from Moscow over the status of West Berlin.

In a Kremlin dinner speech, he offered the "hand of friendship" to Chancellor Hel

EUROPEAN NEWS

Italian ship captain faces charges over cruise deaths

By Andriana Ierodiakonou in Athens

THE CAPTAIN of the Italian freighter which collided last Friday with the cruise ship *Jupiter*, carrying several hundred British schoolchildren, was charged yesterday in Piraeus with manslaughter, causing bodily harm, and causing the sinking of a vessel through negligence.

According to the charges Captain Flavio Cammunate (45), master of the *Adige*, violated harbour regulations and provisions for the prevention of collision, and the safety of human life at sea. He is to appear before an investigating magistrate tomorrow.

Two passengers are still missing after the accident - a 14-year-old schoolgirl, and a 41-year-old teacher who was officially declared unaccounted for yesterday.

• The Greek Socialist Government yesterday defended, against a barrage of press and opposition criticism, the prodigious welcome afforded over the weekend to Mr Andreas Papandreou, the Prime Minister, on his return to Athens after a two-month absence in London for medical treatment.

The Socialist party machine had pulled out all the stops in an effort to assemble supporters from across Greece. But although tens of thousands attended the event, it fell far short of past Socialist successes in crowd-management.

The leader of Greece's conservative opposition, Mr Constantine Mitsotakis, castigated the welcome as a "laughable" failure, while the opposition Communists even more colourfully termed it a "Waterloo" for the Socialists.

Criticism was aroused particularly by the monopolisation of the state-controlled television and radio channels, which for two days led news bulletins with bombastic reports of Mr Papandreou's arrival.

The nature of the coverage was reported to have led at least two state television anchormen to refuse to present the relevant bulletins. A government spokesman responded yesterday that anyone not willing to present government announcements on television "may resign."

Digital mobile phone plan rings bells all over Europe

Terry Dodsworth counts the winners and the losers so far in the battle for contracts

FEW, IF ANY, European industrial projects have excited as much cross-border interest as the plans for an integrated digital mobile telephone system for the region. Conferences on the subject, running at about one a month since the summer, are regularly packed to overflowing. And since contracts for the network began to flow in last July, the industry has been gripped by one overriding question: which companies are winning and losing in the market battle?

If the pan-European system is to meet the objectives of its founding fathers, this question is a crucial one. The plans envisage the emergence of a streamlined European industry, selling to a larger, regionally-organised market rather than the national ones of the past.

This structure, it is argued, should encourage companies to pool their resources and cut costs in a process that will make them more competitive in world markets.

But if this is to happen, there will have to be losers as well as winners - and everyone in the industry is watching the ordering pattern to see who they might be. So what trends have emerged from the first batch of orders?

First of all, it is clear that the national barriers have not simply collapsed under the pressure of the new

political will for integration.

In the big three markets - West Germany, France and Britain - the companies that will operate the digital mobile system have in the main opted for supply consortia headed by companies they know. These lead suppliers are mostly switch manufacturers, who will be responsible for welding their products together with the radio technology which constitutes mobile cellular networks.

The second point is that this conservative ordering pattern nevertheless contains some warnings for the established suppliers. In the UK, for example, Orbitel, the manufacturing group formed by Plessey and Racal, has been awarded a contract alongside Ericsson of Sweden by the Vodafone operating company, thus breaching the monopoly Ericsson has had on supplies of the present analogue network.

In the Nordic countries, which run a common cellular system, there has also been another break in the established pattern with the appointment of Motorola to set up a validation system to show the technology working in Norway. Ericsson up to now has been the prime supplier in this region. And in West Germany, where Siemens dominates the current analogue market, the authorities have gone for a competitive approach with the selection of three contractors.

Third, the first step towards the integration of the industry has been taken with the creation of a number of consortia.

Several of these groups involve cross-border arrangements and generally demand a rationalisation of resources, with one company concentrating on switching and another on radio base stations. Among these organisations, the most impact has been made up to now by the the group linking Alcatel of France with Nokia of Finland and AEG of West Germany - a collaborative group which has established a strong foothold in both France and West Germany.

Fourth, the emphasis on the European character of the digital initiative is not being used to exclude non-European companies altogether, even if some member countries might like to do so. Indeed, one of the most obvious successes of the ordering programme so far has been Motorola, which has won a large contract with Cellnet in the UK, and two validation system orders in Norway and Spain.

These deals reflect both the strength of Motorola's technology in this field, as well as clever political footwork: the company has set up extensive manufacturing operations in the UK, and has bought Storno in Denmark in order to establish its European credentials. The Japanese,

by comparison, have not so far missed their way into the infrastructure markets, although NEC tendered for some contracts.

Fifth, there is still a lot to play for. One of the key features of the digital system will be the common design of certain critical parts that will allow the same telephones to be used anywhere in the region. This means that operating companies should be able to integrate new switches and suppliers into the system much more easily than in conventional telecommunications networks - hence giving them the opportunity to change if they are dissatisfied.

At the same time, both France and West Germany are planning to introduce a monopoly network structure, as in the UK, to increase competition. This will also open up opportunities for further suppliers.

Finally, most of the supplier companies expect two quite different industrial structures to develop for the supply of infrastructure equipment on the one hand, and telephone handsets on the other.

On the infrastructure side, there is a widespread belief that there will have to be a steady amalgamation of resources into about five major supplier companies. This is because of the economics of the business which demands heavy research and development expenditure.

Analysts believe that companies will need revenues of about \$100m a year to make a reasonable profit in this field. Given a potential market of about \$500m over 10 years, this would lead to an appropriate market structure of not more than five main suppliers, although each of these will be expected to have a cluster of sub-contractors surrounding them.

Telephone handsets, however, require less intensive investment. They can also be sold to different customers far more easily than switching systems, which have to be integrated into complex networks. In this field, therefore, producers are expecting a plethora of competitors, particularly in the early days before the market settles down.

For the time being, with the digital system not due to be launched before 1991, the identity of these companies is not of central importance. But it is sure to include several Japanese groups - NEC and Panasonic, for example, are already producing analogue handsets in the UK - along with Nokia and Motorola, the two leading manufacturers worldwide.

Alongside these established heavyweights, there will be a number of hopeful new European competitors struggling for a place in the sun - and for an opportunity to vindicate the pro-European policy.

Ciba will spend £296m curbing pollution

By Peter Marsh

CIBA-GEIGY, the big Swiss chemical company, plans to spend \$750m (£296m) over the next four years in reducing pollution from its manufacturing units in Switzerland.

The programme, which is designed to meet tougher Swiss regulations on environmental protection, will entail a doubling in spending by the company over this period on worldwide anti-pollution projects.

Mr Alex Kraemer, Ciba-Geigy's chairman, said he could have no real complaints about being forced to increase spending on pollution control. Some of the measures would pay for themselves in terms of reduced waste of materials and better quality control.

The \$750m programme will pay for a series of investments at plants and warehouses to step up controls over liquid and gaseous wastes and to deal with solid refuse through techniques such as incineration.

The programme by Ciba-Geigy, which is Western Europe's fifth biggest chemical company, illustrates the increased pressure being put on the European chemicals industry to reduce the impact of pollution.

The pressure is particularly intense in countries like Switzerland and West Germany which have relatively strict environmental laws.

Mr Kraemer said he thought that over the next few years there would be a levelling off in the effects of legislation as a result of increased interest in other countries to broaden their anti-pollution regulations.

He thought companies in the UK - which at the moment has rules over pollution control which are significantly looser than those in countries like Switzerland - would eventually have to meet stricter environmental safeguards.

"I notice that Mrs Thatcher and the other day that Britain would have to adapt," said Mr Kraemer, referring to the recent speech by the UK Prime Minister in which she announced her two-year plan to develop environmental controls.

Fraga enters leadership lists again in Spain

By Peter Bruce in Madrid

LIKE A heavyweight boxer incapable of retiring, the veteran right-winger Mr Manuel Fraga announced yesterday that he would stand again for the leadership of the main opposition party, the Alianza Popular, in an effort to stop it falling apart.

Mr Fraga, a powerful information and tourism minister under General Franco for most of the sixties, founded the AP after Franco died in 1975. He left the leadership in December 1986 after suffering yet another withering electoral defeat at the hands of the Socialists.

"I do not want to be an obstacle," he said then in his letter of "irrevocable" resignation, in recognition that his past association with the dictatorship was a political liability in a democratic Spain.

He was replaced by 37-year-old Hernandez Mancha, a diminutive figure both physically and politically who has failed to unite the party or

move it to the political centre. Most senior AP figures have abandoned him in the past few months.

The two men met yesterday, and Mr Mancha refused not to contest the leadership at next January's party conference. Mr Fraga's return would damage the centrist right, he said.

While some AP leaders have greeted the idea enthusiastically, some of Mr Mancha's critics on the left may seek a third candidate and thus ensure that the second leadership contest in two years turns into a damaging public brawl.

Mr Fraga, a tough, almost intimidating, figure in the mould of the late Prime Jose Straus, will probably win in January, drawing many voters from the far right back into the fold. But it would almost certainly wreck any hopes of an electoral pact between the AP and the country's other significant right-wing grouping, the Centro Democratico Social



Fraga back in the ring

(CDS), led by the former Prime Minister, Mr Adolfo Suarez.

Mr Mancha has been trying to engineer a series of pacts

with the CDS in local government but relations between Mr Fraga and Mr Suarez have been bad ever since King Juan Carlos chose Mr Suarez over Mr Fraga to lead an interim Government in 1976. Mr Fraga refused to serve under Mr Suarez and instead founded the AP.

Although Mr Felipe Gonzalez' Socialist Government has been beset recently by a series of minor scandals, it seems highly unlikely that the AP would trouble him with Mr Fraga back in charge. The CDS could well be the main victim.

An early test will come next spring in elections for the European Parliament, and the old agreement under which the Socialists did not refer to Mr Fraga's Francoist past is unlikely to operate again.

The AP has just 86 seats in the lower house of the Cortes, the 350-seat Spanish Parliament. The Socialists have an absolute majority of 184 seats.

Romania to supply Dacia car kits to Hungary

By Leslie Collin in Berlin

AFTER scouring the world for a manufacturer which can provide new cars on favourable terms, Hungary appears to have found an unexpected eager supplier in Romania.

Putting aside for a moment their raging political conflict, they have signed a declaration of intent under which Romania will deliver Dacia cars in kit form to Hungary which will assemble as many as 50,000 annually in a few years. The Dacia is a licensed version of the old Renault 12.

The Hungarian press recently described the Romanian car as one of the world's worst built. It is widely referred to by Budapest taxi drivers as "President Nicolae Ceausescu's revenge."

The Hungarian news agency MTI said Romania was "eager and willing" to supply its cars to Hungary. Dacia Engineering Company near Kiskolt in Hun-

gary is ready to begin assembling the Dacia 1300 hatchback within four months, according to MTI. Romania is already Hungary's leading source of cars, delivering 35,000 Dacias this year.

Other East European countries say they cannot increase deliveries beyond the 35,000 they are supplying this year.

The Budapest Government has negotiated without success with Opel in West Germany and Suzuki in Japan to set up a assembly plant in Hungary. More than 300,000 Hungarians are currently on waiting lists for new cars.

MTI reported that Dacia was expected to supply 30,000 passenger car seats to Romania next year in return for 5,000 Dacias. Later, Hungary hopes to provide other Hungarian components for the car, including glass, generators, batteries and lamps.



I ENJOY WORKING AND I LIKE BREAKFAST BUT I NEVER MIX THE TWO. 99

I've always wondered how people can talk about business when what they're really concentrating on is getting the right amount of butter on their toast.

To me a working breakfast, or one that works for me, is a breakfast that gives me time to compose myself and relax before the day begins.

This morning was perfect. I told the waiter when I had to leave, everything came in plenty of time without my having to ask for it and I didn't have to talk to another soul until I'd finished.

By the time I'd left the Marriott I was ready for anyone.

UK to play down social issues at Rhodes talks

By David Buchan in Luxembourg

BRITAIN IS seeking to limit the prospects for a free-ranging discussion, at the European Community's summit in Rhodes in December, of social issues that could lead to a damaging row with its EC partners.

At a meeting here of Community foreign ministers, British officials claimed general acceptance that EC leaders at Rhodes would discuss only those few social measures already ripe for ministerial

Mrs Margaret Thatcher, the UK Prime Minister, has derided as "social engineering" the calls by some other EC leaders, notably Chancellor Helmut Kohl of West Germany, and Mr Jacques Delors, the Commission president, for the Community to "acquire a social dimension."

However, the Greek presidency of the Council of Ministers, which will control the Rhodes agenda, made it clear yesterday that it would not be deflected from its ambition for a wide-ranging summit discussion of EC social issues, such as worker participation in corporate management.

Mr George Gennimatas, the Greek Social Affairs Minister, is flying to Luxembourg today to brief foreign ministers on his dossier.

Several other foreign minis-

Finsider plan faces threat on imports

By David Goodhart

THE West German steel industry yesterday threatened to press for import curbs on Italian steel if the European Commission does not withdraw its provisional agreement to the Italian Government's restructuring plan for its state-owned steel group Fininvest.

Debate on the EC's economic and political position in the world will also feature at the Rhodes summit.

Sir Geoffrey Howe yesterday claimed there was "tremendous common ground" that the Community should not try to pull out all the stops to conclude the draft membership protocol for signature at the six-monthly meeting of WEU foreign and defence ministers in London on November 14.

However, even if they do not succeed in overcoming the final technical difficulties within the next three weeks, the ministers are still expected to make it clear that no political obstacles remain in the way of Spanish and Portuguese entry into what is essentially a defence grouping.

Given the specific mutual defence commitments Spain has had to make in adhering to the 1948 Brussels Treaty, which set up the WEU, and Madrid's reservations about a nuclear defence strategy, the negotiations will have been concluded remarkably quickly.

Altogether, the talks on essential problems, which started at the end of May, will have

Spain and Portugal could join WEU next month

By Robert Maunder, Diplomatic Correspondent

THE NEGOTIATIONS for Spain's and Portugal's membership of the seven-nation Western European Union are on the point of being concluded and a treaty of accession could be signed as early as next month if remaining legal problems can be settled in time.

Officials and experts are pulling out all the stops to conclude the draft membership protocol for signature at the six-monthly meeting of WEU foreign and defence ministers in London on November 14.

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lasted barely longer than five months.

The problems for Spain were

much greater than those for Portugal because, unlike its small Iberian neighbour, Madrid does not intend to become a member of Nato's integrated military command. The WEU member states have accepted that Spain should negotiate similar guidelines for military co-operation with Nato's supreme European command in London on November 14.

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ACCORD NEAR ON MANDATE FOR NEW CONVENTIONAL ARMS TALKS

NATO AND the Warsaw Pact countries have virtually reached agreement on a mandate for new conventional arms talks, writes Judy Dempsey in Vienna. But serious obstacles, particularly over humanitarian issues, continue to block agreement at the related European security talks which have to be finished before the arms negotiations can begin.

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Given the specific mutual defence commitments Spain has had to make in adhering to the 1948 Brussels Treaty, which set up the WEU, and Madrid's reservations about a nuclear defence strategy, the negotiations will have been concluded remarkably quickly.

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Belgrade opens economy

By Aleksandar Lebih in Belgrade

MAJOR changes to the Yugoslav constitution, designed to make enterprises more independent and give greater play to market forces, have been approved by the country's federal legislature, clearing one of the last hurdles to their passage.

The Federation also believes that big plants, such as that at Bagnoli, near Naples, would remain available under the plan and would then require further subsidies in the future.

Although the Italian Government says it will cut 20,000 new jobs in the first year and have earnings of 9.5m units. While sales fell in September in five of the smaller West European markets.

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For the first

OVERSEAS NEWS

Typhoon Ruby leaves 49 dead in Philippines

By Richard Gourley in Manila

TYphoon winds of up to 100 miles an hour battered the Philippines yesterday, leaving at least 47 people dead while floods, mudslides and tornados destroyed thousands of homes, officials said.

A passenger ship, the *Dona Maryin*, with at least 472 people on board, lost radio contact after broadcasting a Mayday message and turning back in heavy seas near the central island of Samar, a spokesman for the liner, Sulipan Lines said. Coast guard aircraft and the *Dona Maryin* may have taken refuge near Mindanao.

In the central Visayan province of Antique, high winds swept a bus carrying 90 people from a bridge, about 35 of whom failed to swim to safety, according to one report. In Cagayan de Oro, on the north coast of Mindanao island, mudslides and floods swept away 250 homes. The city of 230,000 people was placed in a state of emergency.

Typhoon Ruby is the second tropical storm to hit the Philippines in a week and by far the worst this year. At midnight local time, it was heading erratically north-west over the Philippines' largest island, Luzon.

Six hundred people died in the typhoon and tidal waves that followed last year, and the province of Sorsogon has still to recover fully.

Poor communications in the Philippines at the best of times can delay reports of the extent of typhoon damage reaching Manila for weeks, and menders' relief efforts and knowledge of where help is most needed.

Schools and government businesses remained closed and much of the capital was under floodwaters and crippled by power cuts. Philippine Airlines cancelled all domestic flights but the international schedule was unaffected.

Early yesterday, the US-run air base at Clark Field evacuated aircraft from what is expected to be the path of Typhoon Ruby, and placed all five bases on full alert.

UN delegates urge action on world climate changes

UNITED NATIONS delegates have called for action to avert catastrophes from changes in the world's climate during a General Assembly debate on the environment, Reuter reports from New York.

Britain's Ambassador, Sir Crispin Tickell, a climatologist, said: "Climate change, whether natural or man-made, raises problems of a kind which no one has had to face before."

If ever a global problem needed a global response, this was it, he told the Assembly.

The 153-nation body was convened as both Central America and the Philippines struggle with the effects of more devastating storms in a year marked by widespread natural disasters, including drought, floods, extreme heat and unseasonable cold.

Sir Crispin cited the depletion of the ozone layer, rising temperatures through the so-called greenhouse effect because of the excessive use of fossil fuels, and deforestation, as key causes of changes in the climate that have alarmed many scientists.

Egypt and IMF resume technical talks today

By Tony Walker in Cairo

EGYPT and the International Monetary Fund are due today to resume technical talks in their desultory efforts to establish common ground for a new financial programme in the shadow of this month's riots in Algeria.

Dr Omar Tabary, a senior IMF official, heads a small team in discussions with Egyptian officials. The two sides are pursuing a line in which Egypt might reduce its budget deficit and advance exchange rate reform.

Egyptian officials are using the example of the Algerian riots to strengthen the arguments of the dangers of price rises that might invite social unrest. The fund has been pressing Egypt to reduce subsidies to ease pressure on the budget.

An IMF official said it was expected this latest round of discussions would last about 10 days. He indicated it was unlikely to lead quickly to an agreement on a new pro-

gramme.

Egypt needs a new IMF agreement to facilitate a second rescheduling of part of its mountainous \$44bn foreign debt. An IMF agreement in May 1987 led to a rescheduling of about \$3bn of government-guaranteed debt.

The first IMF programme collapsed late last year because Egypt was unable to meet performance targets, notably in reducing the budget deficit. The two sides have been expressing increasing frustration with the slow pace of discussions.

Egypt is insisting that it cannot implement reform at a time when inflation of up to 30 per cent is eating away at living standards. The IMF believes there is scope for energy price rises. Cairo has been arguing for more time to implement reforms in exchange for further reduction of payments support.

Australia acts on Jakarta waterways

By Chris Sherwell in Sydney

AUSTRALIA has joined the US in expressing its concern over Indonesia's unilateral decision last month to close two key international waterways, the Sunda and Lombok Straits, for a limited period.

Senator Gareth Evans, the Australian Foreign Minister, who is now visiting Indonesia, said yesterday he was satisfied that Jakarta acknowledged international freedom of passage in the waterways. He said he did not anticipate any further difficulties arising against him.

The incident through him died quietly through diplomatic channels, is a reminder of the fragility of relations between Australia and its large, populous northern neighbour. More significantly, it highlights the critical strategic position Indonesia occupies in South East Asia.

Concern was first raised in the middle of last month when Indonesia warned shipping not to use the straits during the following fortnight because of a "live firing" naval exercise there.

Although little shipping was scheduled to pass through the area at the time, the issue was an important one of principle because the straits are among the world's most vital sea lanes. Many of Australia's commodity exports to Japan, such as iron ore, pass through them.

The Western nations made their concerns felt by lodging diplomatic Notes with the Indonesian Government, pointing out that closure of such international waterways breached obligations under the Law of the Sea.

The closure is thought to have been made by the Indonesian military, and yesterday Gen Benny Mardau, Defence Minister, while speaking positively of a new era in relations with Australia, cast a shadow over Senator Evans' comments when he said it was Indonesia's sovereign right to conduct exercises in any part of the archipelago.

In a separate development, Indonesia is expected to arrive in India from May 1989, in a phased operation.

Until then, Indonesian troops

are expected to arrive early next month.

"We must take action together and we must take it now," he said, calling it a matter of the highest concern.

Mr Vincent Tabone, Malta's Foreign Minister, urged worldwide support for what he termed a crusade.

"We must ensure that a

balance is achieved between the short-term requirements and the future needs of mankind," Mr Tabone said.

Neither the US nor the Soviet Union took part yesterday, but in an address to the assembly last month Soviet Foreign Minister Eduard Shevardnadze said ideological divisions were receding "in the face of the threat of environmental catastrophe."

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OVERSEAS NEWS

Algerian riots strengthen the hand of President Chadli

Victor Mallet examines the improved prospects for reform following the unrest which swept the nation's cities earlier this month

ON THE surface, life in Algeria returned to normal with extraordinary ease after this month's riots. Smashed road signs and telephone booths were repaired in a matter of days and labourers quickly began to clean up the charred remains of government offices in the centres of Algiers. Six million children went back to school, adults with jobs returned to work and the unemployed resumed their routine of watching and waiting in street-corner cafes.

But a week-long outbreak of violence in which about 200 people were killed on the streets of Algerian cities could hardly fail to leave scars or to shake the confidence of those in power.

It was therefore all the more remarkable that President Chadli Bendjedid, far from allowing his position to be weakened, seized on the disturbances as a mandate to quicken the pace of economic and political reform and to disarm his conservative opponents in the ruling party, the Front de Libération Nationale. The party was already unpopular, but since the riots it has virtually disappeared from public view.

That is not to say that the old timers in the FLN are finished, and Mr Chadli must be acutely aware of how dependent he is on the army and how vulnerable he is to a conservative backlash. Algerians have understandably begun to take a more than casual interest in Mr Mikhail Gorbachev, the Soviet Union and perestroika.

Some of the parallels between the Algerian and Soviet dilemmas are striking. Many years after a revolution which has achieved much but left much undone, a reformist President is trying to liberalise the economy and the monolithic one-party political system. He is hamstrung by conservatives in the party who cling to their privileges and to the old ideology. He appeals to the people over the heads of his party colleagues. How far will he go? Will he succeed in pushing through the reforms?

There perhaps the comparison ends. Algeria has its own special problems. Oil and gas exports earn more than 95 per cent of Algeria's foreign revenue, and prices have fallen

sharply on world markets. Foreign debt repayments are burdensome. The population of 24m is expected to double in two decades, aggravating an already desperate shortage of jobs and housing.

President Chadli Bendjedid may have used the riots to hasten his reforms, but it remains to be seen if he has either the determination or the necessary political support to overcome Algeria's economic handicaps.

For the moment Mr Chadli is

Many ordinary Algerians saw the rioters give violent expression to their frustration with leaders they regard as inefficient, corrupt and deriving their legitimacy from the glories of a liberation war fought before most of them were born.

in the ascendant and his opponents are lying low. "The enemies of reform are very numerous and there are comparisons with the Soviet Union," says Mr Kamel Belkacem, a reform

President Chadli quickly took the initiative, interpreting the riots as a popular cry for reforms of the kind he has advocated and begun slowly to implement since coming to power in 1979.

minded publisher whose weekly newspaper *Algérie-Actualité* is Algeria's glossiest flagship. "There may be a danger of a conservative reaction. But the conservatives, whatever their influence, have no ideas to suggest."

Dragging the apparatchiks away from the levers of power could, however, prove as difficult in Algeria as in the Soviet Union. The FLN, which fought the French in a particularly bloody liberation war, has industrialised Algeria and

looked after its citizens. But it has done so more by redistributing the country's oil and gas wealth than by creating a self-sustaining, diversified domestic economy.

Oil prices have fallen, and it was against the background of economic austerity, industrial unrest and food shortages that the riots erupted this month in the capital Algiers and spread to other towns.

The young Algerians who went on the rampage singled out government institutions for attack, setting fire to ministries and police stations and looting state shops. Policemen were stripped of their clothes and taunted.

But by the time the army stamped out the riots a week later the disturbances added up to much more than a simple rejection of authority. They were a complex phenomenon involving several factions of Algerian society in pursuit of different aims.

Many ordinary Algerians saw the rioters give violent expression to their frustration with leaders they regard as inefficient, corrupt and deriving their supposed legitimacy from the glories of a liberation war fought before most of them were born. Three quarters of Algerians are under the age of 25.

Sunni Muslim fundamentalists meanwhile looked at the riots as an opportunity to press their claims for a more religious society, and emerged towards the end to act as mediators between the demonstrators and the authorities.

Rumours circulated in Algiers that devout hardliners in the armed forces or in the ruling FLN had themselves provoked the riots to discredit President Chadli Bendjedid's reforms. Even if this were so and it is true that some of the demonstrators shouted "Chadli, assassin" it was ultimately the FLN and the army which emerged from the troubles with battered reputations.

The army, deploying tanks and using automatic weapons, was condemned by Algerians for unnecessary brutality. The FLN, already moribund and disliked, vanished during the conflict after calling local party meetings which few dared to attend. Party officials have not been heard of since.

"The riots have demon-

strated how bankrupt the party is as a popular institution," said one economist in Algiers. "People were upset about austerity without reform. They were being asked to make a sacrifice without seeing a sacrifice on the part of the elite."

President Chadli quickly took the initiative, interpreting the riots as a popular cry for reforms of the kind he has advocated and begun slowly to implement since coming to power in 1979. He announced two referendums, the first on

rescheduling of payments on its \$20bn foreign debt, and the servicing costs are swallowing nearly 60 per cent of its export revenue.

The reform drive has had mixed results. State farms were parcelled out to individuals and agriculture began to revive. The drought and an invasion of locusts overshadowed the recovery and as a result Algeria still imports most of its food at a cost of well over \$1bn a year.

State industries dominate

the economy and industrial

at least - continues to harbour a strong antipathy towards capitalism.

The financial sector is urgently in need of restructuring and the foreign currency black market, valuing the dinar at a quarter of its official rate, is booming.

Algeria has a shortage of skills, even if there is a brain drain abroad, and those in the vanguard of reform are thinking so far ahead of their conservative opponents that they are considering the long-term possibility of a stock exchange.

in the FLN. A draft law for employee share schemes was rejected by the National Assembly at the end of last year.

What counts in Algeria is "piston", which can be briefly translated as "clerk". Influenza, "and most of it is in the hands of the ruling élite. Mr Chadli, however, is anxious to introduce a more democratic strain into Algeria's authoritarian politics at the same time as liberalising the economy.

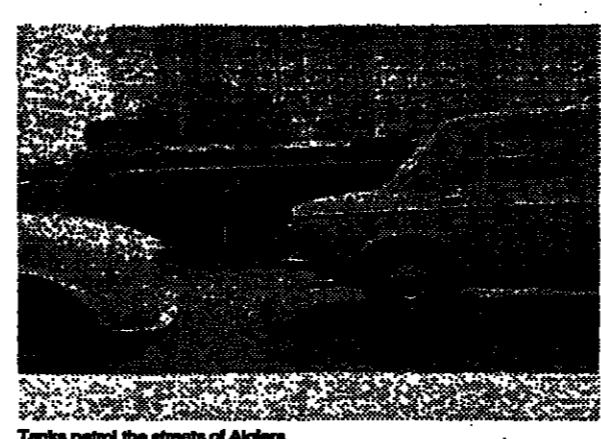
As the titular head of the FLN, the sole legal party, he may not be able to meet the increasing demands from some of his citizens for a multi-party state, but he has been trying to create a more pluralistic society.

The new National Charter approved in 1986 diluted the doctrinaire socialism of the past and tried to strike a balance between socialism and Islam, between the secular and the religious. Private associations provided they are not too outspoken - are being allowed to operate along the lines of Western pressure groups, dealing with issues such as human rights, the environment and consumer protection.

Mr Chadli's response to the riots was to announce two sets of reforms. The first will move the Prime Minister out of the shadow of the President, giving him new executive powers and responsibility for the government, thus allowing the President to distance himself from day to day affairs and change his Prime Minister when things go wrong. The exact nature of the second set of reforms is not yet known, but the programme is expected to be presented to the FLN congress in December.

If anyone apart from Mr Chadli emerged stronger from the riots it was the rioters themselves and those who sympathise with them.

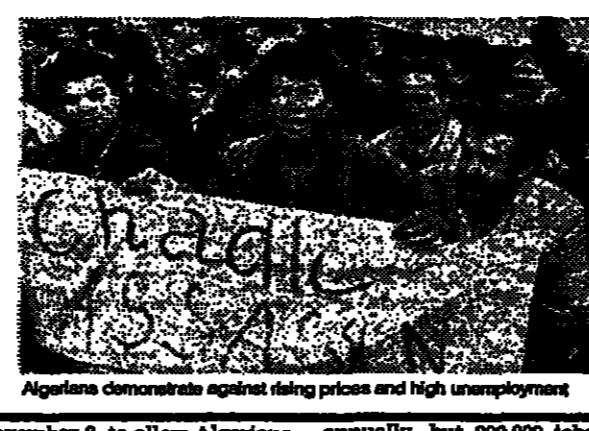
Algerians are increasingly asking why their shops seem to be emptier than the ones in Europe and in neighbouring Tunisia and Morocco, which Algerians can now visit for the first time in 12 years following a rapprochement between Algiers and Rabat. "We've been lucky that the silence lasted so many years, that the stability lasted so long," says Mr Belkacem.



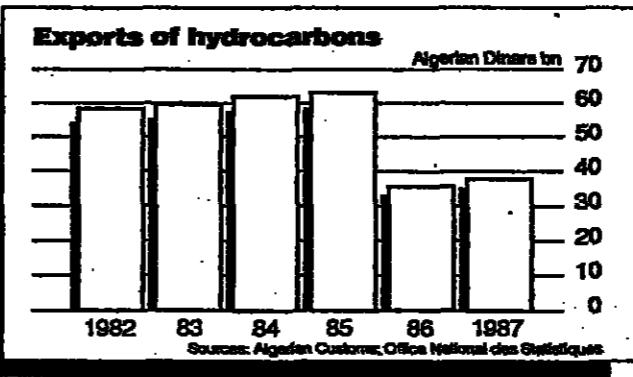
Tanks patrol the streets of Algiers



President Chadli Bendjedid



Algerians demonstrate against rising prices and high unemployment



November 3, to allow Algerians to vote on plans for what the official media describes as "broad democratisation". Details of the second have not yet been made clear.

Political heads are likely to roll if Mr Chadli, a former military commander who became President only as a compromise candidate, has the will to maintain the momentum of reform and to start a third

annually, but 200,000 jobs are needed each year merely to keep unemployment from rising. The housing shortage is critical, and the riot-stricken areas of Algiers appear not so much poor as overcrowded. "Sometimes there are 15 people to a room, and a 25-year-old man has to sleep next to his sister," says one bitter Algerian worker.

Algeria proudly shuns

reform has proceeded slowly, although large corporations and magazines, as well as publishing newspapers and

assemblies, are being broken up into smaller units which will henceforth be autonomous and responsible for their own profitability. Such private enterprises as have emerged have been attacked for profiteering.

Nor have foreign investors

been easily lured into Algeria by weak incentives or by a

leadership which - collectively

Sanyo's office technology: It sure takes care of business.

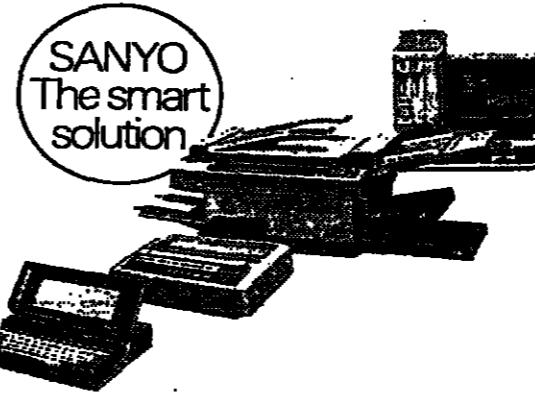


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End of day. That's when you can really feel the difference Sanyo's advanced business technology makes. You're relaxed, secure in your accomplishments. Because we design products so you can attend to your business more productively. And enjoy every minute of it—especially when you're heading out.

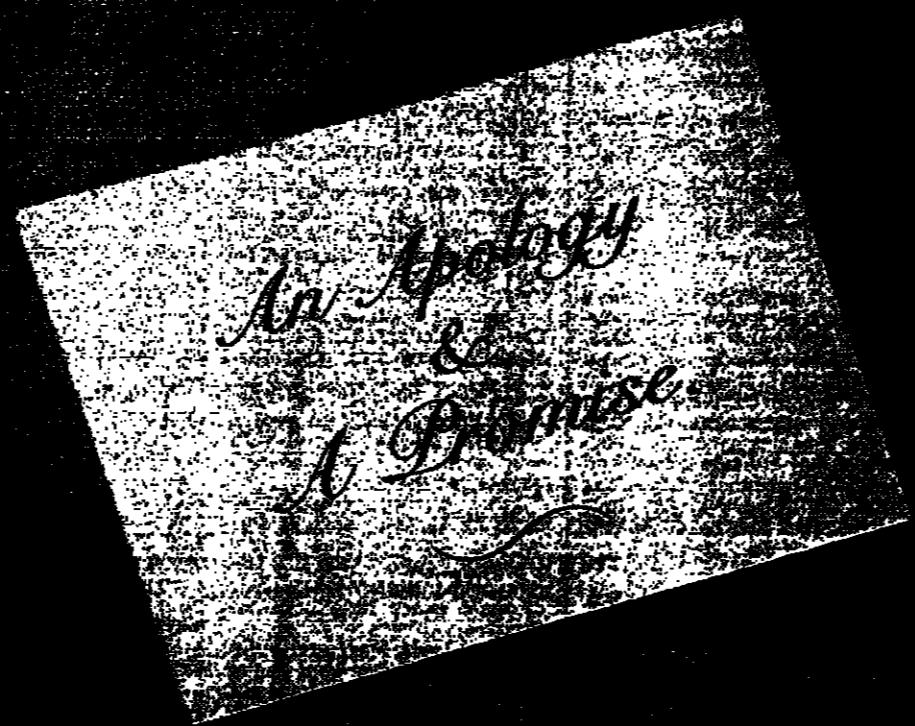
Successful businesses thrive on hard work. But they flourish on smart thinking. At Sanyo, we're creating intelligent, system products that help you build a business—and a business system—by working smarter, not just harder.

That's the way we've learned you like to take care of business. Because it's the smart solution.



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AMERICAN NEWS

Dukakis to focus on class and race in run-up to poll

By Stewart Fleming in Washington

CLASS and race have emerged as the dominant themes which Governor Michael Dukakis, the Massachusetts Democratic candidate, will try to exploit in the final two weeks of the 1988 presidential campaign in his effort to close the gap with Vice-President George Bush, the front-running Republican.

They are a far cry from the message he delivered to the Democratic Convention in Atlanta in July. "This election isn't about ideology. It's about competence," he told an audience which had thrilled to the Rev Jesse Jackson's oratory the previous night.

Mr Dukakis initially hoped to build his campaign on the foundation of his record as governor of Massachusetts. In particular, he aimed to highlight his role in Massachusetts' rapid economic growth and to contrast this with public disenchantment with a Reagan Administration damaged by the Iran/Contra scandal and the stock market crash.

Since the campaign began in earnest however Mr Dukakis has been driven on to the defensive. His cerebral pitch to

the voters has been drowned out by a Bush campaign which has appealed to voters' emotions or, many Democrats think, to their baser instincts.

On Sunday, his running-

mate, Senator Lloyd Bentsen,

had been actively courting the black vote.

It is difficult to believe that this is mere coincidence. Mr Dukakis, who early in his campaign apparently decided that a top priority was to win back white, working-class "Reagan Democrats", seems to have realised that Mr Bush has trumped this card.

The thrust of his campaign now seems to be to solidify the traditional base of the Democratic Party: blacks, white liberals and white working-class in the states of the industrial midwest and northeast.

Whether this simpler and more emotional appeal, woven around a message of economic nationalism, will be more effective will soon be revealed.

So far at least, Mr Bush is showing no sign of getting rattled. Yesterday, he began 15 days of campaigning with another visit to New England. Mr Dukakis' home ground.

His campaign is telling reporters that it does not intend to change the message it has been sending out. Unless Mr Dukakis scores some points quickly they will not need to.

US CAMPAIGN '88

accused the Republican party of racism in the way it has exploited the crime issue by highlighting the case of a black convicted murderer, Mr Willie Horton, who raped a white woman while on prison leave.

The main charge came as

Mr Dukakis was himself meeting a group of black leaders, including Mr Jackson, in Boston, after a week in which he

Marcos funding for Reagan denied

THE White House yesterday flatly denied that Ferdinand Marcos, the former Philippine President, had made campaign contributions to President Reagan, Reuter reports from Washington.

"This is an old story. It's been out many times," said White House spokesman Martin Flitwater, who told reporters that Mr Marcos was alleged to have given money to several US political figures.

Asked if he was categorically denying that Mr Reagan ever received campaign contributions from President Marcos or anyone connected with him, Mr Flitwater replied: "That's right."

His comments were prompted by a Newsweek magazine report that a congressional panel was investigating charges that President Marcos gave illegal contributions to Reagan campaigns totalling \$12m. The magazine said a congressional subcommittee had received evidence suggesting that Mr Marcos might have contributed \$6m to Mr Reagan in 1980 and \$8m in 1984.

The subcommittee chairman, New York Democrat Stephen Solarz, refused to comment on the investigation, telling the magazine only that there were "serious allegations".

Mr Marcos, who now lives in Hawaii, was indicted last week in connection with a \$200m dollar racketeering scheme which allegedly began when he ruled the Philippines and went on into his American exile.

Criminal charges were also brought against Mr Adnan Khashoggi, the Saudi Arabian businessman. In a statement released yesterday, Mr Khashoggi vehemently denied that he knowingly violated any US law in connection with any dealings that he had with Mr and Mrs Marcos.

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Peruvian left challenges emergency

By Veronica Baruffati
in Lima

THE left-wing opposition in Peru has challenged the Government's use of exceptional powers to try to end the miners' strike, now in its second week.

President Alan Garcia approved last Friday the declaration of a state of emergency, authorising mining companies

to dismiss workers who participate in any "illegal" activities immediately.

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UK NEWS

Pleas to soften Government's power policy

By Maurice Samuelson

THE BRITISH GOVERNMENT is being asked by important sectors of the electricity industry to soften one of its most radical proposals for bringing about private competition.

With its electricity privatisation Bill now in its fifth draft, strong reservations are being sounded within the industry about the proposal to let heavy industry purchase wholesale power directly from the principal generating companies, instead of from the 12 area electricity companies in England and Wales which supply householders and medium size consumers.

If heavy industry used that right to the full, area boards in industrial parts of the country have warned the Government that they could lose a large part of their market which might make them unattractive to potential investors.

Civil servants have been asked to consider a number of ways of qualifying the rights of the generating companies. They include:

- A moratorium on such deals for up to five years after privatisation.
- Compensating distribution companies for loss of their heavy industry business by paying them to deliver the power to these customers.

Bank wants newcomers for discount houses

By David Barchard

THE BANK OF ENGLAND yesterday issued a formal invitation to would-be newcomers to apply to join the ranks of the discount houses, the institutions which trade directly in sterling with the Bank and pass money from it into the rest of the banking system.

The invitation was contained in a paper on money-market operations published by the Bank. Its proposals were essentially the same as those outlined in a paper in June.

There are eight discount houses at present. In spite of the large volumes of money

they handle each day, the houses have found it increasingly difficult to survive on their mainstream business and most have diversified.

There are thought to be four likely contenders to set up discount houses: Midland Montagu, Warburgs, Morgan Grenfell and Phillips and Drew.

To qualify, the Bank has listed stricter criteria than those required for a banking licence, covering capital adequacy, ownership, computer systems, accounting controls and operational resources.

Price Waterhouse restructures in Europe

By Richard Waters

PRICE WATERHOUSE, the international accountancy firm, yesterday announced a new structure for its European operations, setting a precedent which some other accountancy firms are likely to take up as they prepare for the European Community's internal market.

The move is intended to strengthen PW's development

across the region and to ensure that the firm can deliver a common standard of service, said Mr Jeffery Bowman, senior partner of the UK firm and chairman of a new European management board.

Legal, professional and tax regulations mean that a full merger of all firms around Europe is impossible, said Mr Bowman.

Instead, all European partners have become shareholders in a central company which will provide services to all European firms, and a management board has been established to co-ordinate the direction of individual national firms.

Partners in Deloitte Haskins & Sells will vote shortly on a similar restructuring of their own business, said Mr John Bullock, who last week took over as chairman of Deloitte's looser European federation.

The moves reflect a recognition by the large accountancy firms that they need to co-ordinate their operations more closely across Europe.

However, moves towards centralisation of control are not easy to achieve. Price Waterhouse's plans to merge with a large Dutch accountancy firm, Dijker en Doornbos, has collapsed this month over the extent to which Dijker was required to give up sovereignty to PW. And Treuert, one of the leading German firms which has a loose working arrangement with PW for four years, is no nearer becoming a full member of the firm, despite PW's desire to bring it into the fold.

According to Mr Bowman, the need for international links will eventually lead such firms to realise that they have more to gain than lose from stronger ties to international groups such as PW.

Mr Leach warned staff it

European space club starts to look alien

Britain finds ESA spending policies increasingly unpalatable, reports Peter Marsh

BRITAIN has the next few weeks to decide whether it wants to continue to play a leading role in pan-European space projects.

That interpretation inevitably follows the insistence by the 13-nation European Space Agency that Britain sorts out by the beginning of December whether it wants to abide by a decision of the agency's other 12 members to increase spending on space-science projects.

The alteration follows a lengthy row over money last year between Britain and the Paris-based agency. After this, the UK became the only major ESA nation not to take part in a series of European manned space projects due to cost some £1bn by the end of the century.

The sums involved in the latest argument are far smaller. The other 12 members of ESA want spending on space science to increase by 25 per cent to 1994, taking the agency's science budget to about £178m a year.

At present space science accounts for about a tenth of the ESA budget of some £1.3bn this year. The science programme largely pays for scientific satellites in areas such as astrophysics.

Under the new spending proposal, Britain would have to contribute by the mid-1990s

about £23m a year on the ESA science programme, compared with the sum it is spending this year. The extra cash may seem trifling - but Britain says it cannot afford it.

The additional money would have to come out of the budget of the Science and Engineering Research Council, which is controlled by Whitehall's Department of Education and Science. The council is being subjected to strict spending clamp due to the UK Government's wish to minimise increases in science spending.

Britain's failure to agree to the spending increases would have a severe impact on the ESA science programme. It could also have repercussions on the whole of the UK scientific and industrial community concerned with space activities.

According to Mr Geoffrey Pardoe, a UK space-industry consultant, the image of the UK in ESA would "hit rock bottom" if Britain continued to block the extra spending. He said that many officials in ESA and in other ESA nations already had a poor view of Britain after last year's argument.

Professor Ken Pounds, a leading space physicist who is at Leicester University, said he thought ESA would find ways of applying pressure to Britain if it blocked the spending increase. This could mean important space contracts failing to come to UK companies and scientific institutions.

Probably the most exciting

of the individual schemes is a project due to take place early next century in which an unmanned ESA probe would land on a comet - exactly which one has still to be decided - and bring a small piece of it back to Earth. It would be the first time anyone had attempted such a venture.

If Britain sticks to its reluctance to increase spending, Horizon-2000 would have to be completely rethought on the grounds that the cash set aside

for it would pay for no more than two of the four projects.

One of the ironies of the current dispute is that Britain, together with West Germany, was instrumental in persuading much of the rest of ESA to plan for Horizon-2000 in the first place. This happened during 1983 and 1984 when British scientists reasoned that a 20-year plan for space science would make far more sense than the normal stop-go pattern of spending on scientific

space science.

The new science programme, called Horizon-2000, encompasses four major projects - involving astrophysics, satellites, and other space probes - some of which will probably involve a large amount of collaboration with the US and the Soviet Union.

At the end of last week, Professor Reinmar List, ESA director-general, said he was still hopeful Britain would agree to the increase in science spending.

Prof List recently met Lord Young, the UK Trade and Industry Secretary, in London to discuss the matter. "I think Lord Young appreciated the arguments and is trying to be positive," said Prof List.

Yorkshire TV staff cuts

By Raymond Snoddy

YORKSHIRE TELEVISION, one of the big independent television (ITV) companies, is radically changing its financial structure and has announced an immediate ban on staff recruitment.

The management has told staff it wants a 10 per cent cut in staffing by July through early retirement and natural wastage.

The changes spell out by Mr Clive Leach, Yorkshire Television's managing director, and other directors last week are a response to the Government's plans to create a more competitive environment for the ITV companies expected in its broadcasting white paper (policy document) next month.

Mr Leach warned staff it looked certain that ITV franchises would be awarded by an auctioning process next time

and that the company could then be open to takeover.

Staff were told that unless every penny is screwed out of assets in future Yorkshire could be a "sitting duck" for a takeover.

Under the new strategy Yorkshire Television is to be split into separate divisions each with their own financial targets. Budgets for the 1988-89 financial year will be implemented on the new divisional basis.

The broadcasting division will sell advertising and buy programmes both from the rest of the ITV network and from Yorkshire's own programme-making division.

Each part of the programme division - drama, entertainment, science/education or religion - will be regarded as separate profit centres.

In the longer term the programme division would be free to move outside the company.

One of the tasks of the new facilities division will be to see whether any activities should be sub-contracted out.

Staff are also being told that all artificial demarcation lines are to be removed and the only limits recognised in future will be competence and practicality.

The company has a staff of about 1,340 and the 10 per cent cuts are expected to come from those within five years of retirement, voluntary redundancy and non-replacement of leavers.

Yorkshire says its first aim is to retain its franchise after 1992, but even if it does not it wants a profitable and expanding company.

First bodies found aboard Piper Alpha oil platform

THE FIRST bodies have been

night aboard the transport barge which had carried 110 miles from the oilfield.

The search for bodies, likely

to last several weeks, is being carried out in the sheltered waters of the terminal.

A heavy-lift floating work

station, which retrieved the

accommodation section from the seabed is returning to the

scene of the disaster which

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University labs face closure in science shake-up

By David Thomas, Education Correspondent

TO half of the physics and chemistry departments at British universities should be closed or amalgamated according to an official report due to be sent to university vice-chancellors (heads) this week.

The report, prepared by a special group within the University Grants Committee, the body which channels Government money to the universities, is likely to result in the biggest shake-up in university teaching of physics and chemistry in decades.

It could encourage suggestion that institutions without core subjects such as physics or chemistry no longer deserve the title of a university. But the UGC rejects this suggestion, arguing that the bulk of their work can still be of university class, including that in subjects such as maths, engineering and biology.

The UGC has embarked on a review of physics and chemistry departments because it believes university departments have a certain size in these subjects cannot be sustained, given the need to offer science students a wide range of options and the high cost of equipment for research in these subjects.

The UGC does not want to let the overall effort devoted to physics or chemistry in Britain be affected by those entering university in 1980.

Inspectors find lack of basic teaching skills

By David Thomas

A CARTER of the lessons taught by new teachers are unsatisfactory because many such teachers are entering the classroom without basic teaching skills, according to an official report.

The report, prepared by the schools inspectorate, reveals widespread incompetence among teacher-training institutions, schools and newly-qualified teachers. It will be seen as confirming the impression of many observers that teacher training is in need of overhaul.

In spite of these findings, fewer than 10 teachers serving the probationary period are dismissed out of more than 10,000 new teachers entering

the profession each year, according to a government report published earlier this year.

Mr Kenneth Baker, Education Secretary, said that he was disturbed by many of the inspectors' findings, but added that reforms already made were working through to improve teacher training.

The inspectors' report, based on a study of almost 300 newly-qualified teachers last year, found nearly 40 per cent of their lessons to be good or excellent, three-quarters at least satisfactory, but a quarter unsatisfactory.

The New Teacher in School. HMSO. £4.50.

'Faster growth without unions'

By Jim Bassett, Labour Editor

COMPANIES without unions have 3 per cent faster rate of employment growth than unionised companies, according to a new Government-funded study.

The results of the study, carried by two academics and a civil service researcher, have considerable implications for union membership in the UK and for the growth of non-union employment. It concludes that "trade unions depress the rate of employment growth and increase the extent of employment decline." Previous research has shown clearly the existence of a difference in pay between unionised and non-unionised employees.

Doubt cast on computer cash

By Alan Cane

ABOUT 80 per cent of UK companies investing in information technology do so in the expectation of cost savings, rather than on grounds of competitiveness or as part of their strategic plans, according to a survey.

The report says UK companies invested some £10.5bn in computer equipment and services last year.

It finds that most expenditure on information technology is still justified to senior management on grounds of cost savings, in spite of evidence that traditional cost accounting techniques are a poor guide.

The survey was carried out by International Data Corporation.

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UK NEWS

Review will span criminal and property practices

Government to probe lawyers' roles

By Raymond Hughes, Law Courts Correspondent

A WIDE-RANGING review of the legal profession is to be carried out by Lord Mackay, the Lord Chancellor. It will include an examination of what work should be done by lawyers and could presage far-reaching changes in the structure and working practices of the profession.

Lord Mackay held out the prospect of building societies being allowed to provide conveyancing services and mortgages for their own customers.

In addition to examining the eligibility of solicitors for appointment to the High Court bench, the future role of a separate Bar and the question of multi-disciplinary practices, the review will look again at the extent to which building societies should be allowed to offer conveyancing services.

Lord Mackay said that the financial constraints were contained in Community law.

He offered no early prospect that they would be incorporated in any Westminster statute.

He said that the Government had not met the Commission's request for overdraft facilities it would have risked being taken before the European Court.

Mr Denis Skinner, for Labour, gleefully reminded Mr Brooke of the deferential reception accorded him at the Conservative conference in his capacity as party chairman.

At a press conference later Lord Mackay said there was a case for considering change. He said the Marre report had not been received with universal acclamation in all quarters and the question was, if there was to be change, should be in the way Marre proposed or in some other way.

Lord Mackay held out the prospect of building societies being allowed to provide conveyancing services and mortgages for their own customers.

The 1986 Building Societies Act provided for the societies to offer the services only to non-customers. Two years later the recognised institution rules enabling them to start conveyancing have still not been produced. The Lord Chancellor has decided to reconsider the policy in that area as part of the general review, and no rules will be produced in advance of the review.

Lord Mackay said that before the legislation was implemented he wanted to be sure that it gave the best possible service and protection to the public. One of the issues that would be considered would be whether adequate safeguards could be devised to enable building societies to offer such services to their customers, he said.

Contingency fees, a controversial issue which both the Marre committee and the earlier Civil Justice Review recommended should be re-examined, will also come within the review.

Mr Richard Gaskell, President of the Law Society, welcomed the Lord Chancellor's announcement. He said he was pleased that recognised institution rules were to be deferred, adding that it was very difficult to see how any sufficient safeguards could be devised.

The proposed review was also welcomed by Mr Robert Johnson, QC, the chairman of the Bar. He said that before making changes affecting individual aspects of the legal system it must be sensible first to identify the particular tasks that needed to be performed and the professional qualifications they required, and then to achieve the best possible match between the task and the lawyer.

The Marre committee recommended (though with its barristers' members dissenting) that solicitors' right to conduct cases should be extended to all Civil Court work.

Its other recommendations included that professionals other than solicitors should have direct access to barristers; solicitors should be eligible for appointment as High Court judges; ways should be sought to make it easier to transfer between the two branches of the profession and common training should be considered.

Mr Richard Gaskell writes: Lord Balfour, the former Lord Chancellor, is understood to have been worried about possible conflicts of interest if building societies were to engage in conveyancing on behalf of their own customers, since conveyancing should include some financial advice on the mortgage being selected.

The Building Societies Association is understood to have lobbied the Lord Chancellor's Department with proposals loosely modelled on the insurance provisions in the Financial Services Act. Its suggestion was that building societies would be allowed to offer their customers a "no frills" conveyancing service which would not include any financial advice.

However, our surveys suggest that most house buyers do not seem to expect financial advice from the solicitors," Mr Gaskell, legal adviser to Halifax Building Society, said yesterday. "In fact many were unaware that conveyancing services could include an element of financial advice."

Opposition mounts to Clowes lifeboat call

By Richard Waters and Charles Hodgeson

CITY of London opposition to calls for a "lifeboat" to help Barlow Clowes investors hardened yesterday.

This was despite a detailed proposal for a compensation scheme sent to institutions by Mr David Shaw, a Tory MP.

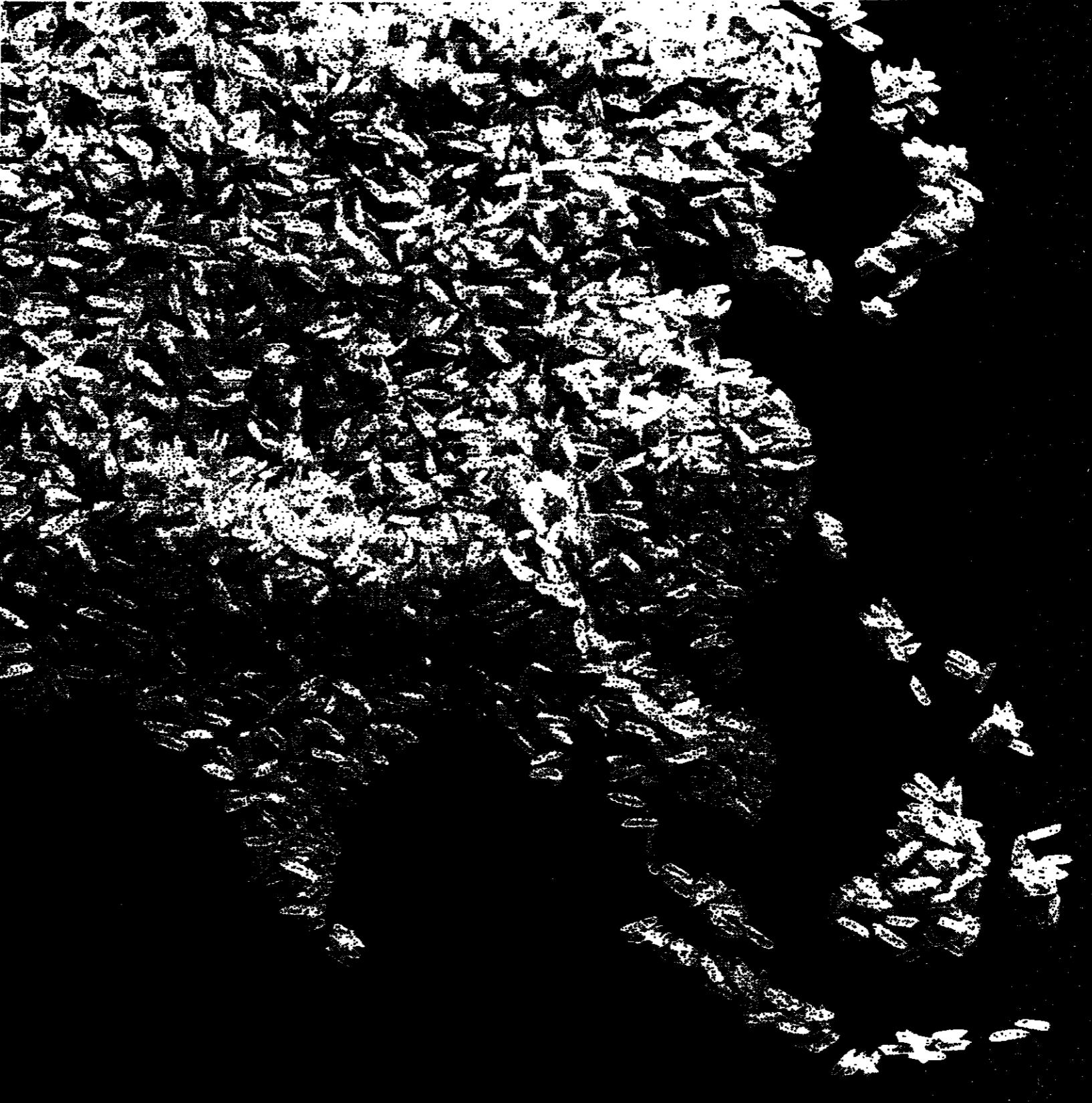
Mr Shaw called for a fund of £50m, mainly financed by donations from leading banks, accountants, lawyers, financial intermediaries, newspapers which benefited from financial advertising, insurance companies and the Lloyd's insurance market with the Government's paying £2m.

He said contributions could be organised by professional bodies with the Securities and Investments Board acting as overall administrator.

The SIB immediately dismissed the idea, saying the activities in question took place before it took over regulation.

The Institute of Chartered Accountants in England and Wales said it was up to individual accountancy firms to decide whether they wanted to contribute. Other institutions and City firms privately agreed with them.

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FINANCIAL TIMES SURVEY

Travel continues to be a key way in which companies of all sizes motivate their sales forces, as interest in the Incentive Travel Exhibition, opening today, shows. Now this incentive is increasingly being offered to non-sales staff, writes David Churchill

More trips as treats

CATCHING CROCODILES in torchlight beams while paddling in a small canoe on the Amazon is the sort of adventure more usually associated with eccentric explorers than with senior business executives. But increasingly such exotic experiences are being used by companies to reward and motivate key employees for their performance.

Incentive travel has become not only one of the fastest growing areas of the incentive business but also an integral growth segment of the travel industry as a whole.

The attraction is simple: travel is still one of the few areas where dreams can be turned into reality.

Although many executives are well used to travelling on business, a properly organised and thought-out incentive trip offers far more opportunity to provide an exciting, luxurious and hassle-free experience than travelling to business capitals around the world.

"We are now witnessing a growth in the use of incentive travel by UK companies approaching 20 per cent a year and there is every indication that this trend will continue," points out Mr Steven Jones, director of the Incentive Travel Exhibition, which opens at the

Kensington Rainbow exhibition centre in West London today.

The UK incentive travel business is estimated to be worth about £220m this year, although this is based more on industry guesswork than on reliable statistical data. It does not take account, for example, of package holidays bought direct from a tour operator as an incentive.

The Incentive Travel Association, the main trade body for the sector, is consequently undertaking research to try to establish a more accurate figure for the level of activity.

Part of the problem, however, is the way in which conference travel and straightforward incentive travel have become inextricably linked as far as hotels, airlines and companies are concerned.

Many companies, in fact, do

identify an incentive trip as a conference meeting by arranging to hold business seminars on a luxury cruise liner or on some Caribbean island. This is the way in which the US conference and incentive travel market has worked for many years, largely as a result of the need to bring together scattered sales forces for regular motivational sessions.

The difficulty, however, for

Conference and Incentive Travel

those in the travel industry is identifying when conference travel is really a disguised incentive and when it is a genuine business conference. A *bona fide* conference with paying delegates will require a different approach from one where the conference is a disguised incentive and the participants expect luxury treatment.

But whether it is a conference or an incentive trip, there is little doubt that the companies paying for the travel are seeking some sort of return for

their investment.

The straightforward incentive travel trip has traditionally been used for motivating sales forces in industries such as insurance, motors and pharmaceuticals. Companies in these sectors all depend a great deal on highly motivated sales forces — or dealers — to sell their products. Simply offering a better car or more money only works up to a certain level, these companies believe, while travel offers an unforgettable — and, it is hoped, enjoyable — experience.

Incentive travel organisers and their users are increasingly seeking ways of getting round this problem. One approach has been to offer different grades of travel incentives: a short-haul trip to a European city could be the incentive for those less successful than the high-flyers who win trips to more exotic long-haul destinations.

Another device is to offer a voucher or points system for reaching certain sales targets. The vouchers can be traded for a range of travel opportunities which participants can take at a time of their own choosing.

Such a scheme gives sales staff the flexibility of taking small rewards or saving up for a major trip.

One of the potential growth areas for incentive travel is towards motivational systems for non-sales staff. Mr David Tonnison, marketing director of incentive travel specialists The Travel Organisation, says the slow growth of incentive travel schemes for non-sales staff reflects the lack of adequate quantitative measurement criteria.

"Clients, while accepting qualitative criteria as important, are reluctant to introduce incentive travel awards where there is not a quantitative measure as well," he points out.

But incentive travel schemes are slowly making inroads into non-sales areas, largely as a result of the need to boost staff productivity all-round. Hence schemes exist for such productivity benchmarks as timetabling, cost reductions, stock turn improvements and better debt collection.

"There will soon be as many incentive travel programmes for non-sales staff as for sales staff," says Mr Jones of the Incentive Travel Exhibition.

"Such awards can be tailored in cost, duration and location to meet different requirements. They do not necessarily have to consist of a fabulous trip for just a select few."

The typical incentive travel trip is hard to define. Mr Jones suggests that the average duration of a trip is about a week long, with the average spend per participant some £2,500 for long-haul and £1,000 for short haul.

Mr Tonnison, however, has noticed a growing interest in companies seeking a highly themed and creative event in the UK, rather than a longer overseas event.

"A significant element in the clients' mind is the reduction in out-of-office time required, even though the cost per day of such UK events may not be markedly different from their overseas counterparts," he says.

Experience has shown that companies prefer flight times of up to 1½ hours for short-haul flights and up to 10 hours for long-haul. They also prefer not to change aircraft and to remain at one centre with a strong local interest and image.

According to Mr Tonnison, this means Hong Kong is more popular than Macau and Monte Carlo than Nice. Munich is preferred to Baden Baden and San Francisco to San Diego.

But new incentive destinations keep emerging. Australia, for example, has become one of the most popular "new" destinations as a result of the Bicentennial, Expo and Crocodile Dundee.

"I took a group to Australia

over three years ago when there were very few hotels of exceptional quality," says Mr Graham Frazer, director of incentive operator Travel Awards which recently took 72 oil company executives and their spouses to Australia.

"Today, the choice, quality and infrastructure are world class," he adds. "All of the delegates this time were tremendously impressed from the moment they arrived."

He also points out that "the distance was not an issue partly because of the new generation of aircraft and also because long-haul travel has become something of the norm for incentive travellers."

Yet incentive trips in the UK can work just as well. Earlier this month, for example, British Telecom held a successful conference at Eastnor Manor in Herefordshire, one of the 30 hotels in the Pride of Britain marketing consortium.

"Eastnor Manor has all the facilities of a luxury city hotel but with the conveniences of discreet service which in our experience only a personally run hotel can provide," says a British Telecom spokesman.

"Too many conferences are spent chasing the coffee and waiting for lunch — the well-managed smaller hotel makes you feel everything revolves around your needs," the spokesman added.

Increasingly, companies are turning to specialist travel organisers to put together their incentive programmes. A decade ago there were few such specialist operators now, there are more than 100.

But these specialists still face something of an identity crisis. Are they travel agents who understand incentives; or a marketing operation with an expertise in travel? In a bid to resolve this dilemma and raise standards, the Incentive Travel Association was formed in the mid-1980s with a membership which excluded client companies and suppliers of services such as hotels and airlines.

Incentive travel suppliers are more usually found in membership of the UK Chapter of the US-based Society of Incentive Travel Executives.

Both organisations are concerned with increasing the degree of professionalism in incentive travel, especially since the sector's rapid growth in recent years has attracted some travel and marketing operators who have little real expertise in the business.

"But incentive travel users are becoming more demanding about the standards of professionalism and creativity," warns Mr Tonnison. "Their star performers have usually been on many previous trips, either with their present companies or a previous employer, and they know what they are entitled to expect."



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CONFERENCES 1988/89

- 12-14 Dec 1988 2nd ASEAN Congress on Psychiatry and Mental Health
- 6th ASEAN Forum for Child and Adolescent Psychiatry

- 14-18 Jan 1989 4th ASEAN Otorhinolaryngological Head and Neck Congress

- 14-19 Jan 1989 ASEAN Tourism Forum (ATF 89)

- 23-27 Jan 1989 Rotary International Council on Legislation Meeting

- 20-25 Feb 1989 Asia Telecom 89 Forum and Exhibition

- 21-23 Feb 1989 International Baccalaureate Headmasters Standing Conference

- 22-25 Mar 1989 Defense Asia 89 Forum and Exhibition

- 30-31 Mar 1989 SingPort 89

- 23-26 May 1989 ChemAsia 89 — The 6th Asian International Chemical and Process Engineering and Contracting Show and Conference

- 6-9 Jun 1989 Banque Asia 89

- 7-10 Jun 1989 AsiaPack 89 — The World Packaging Exhibition

- 7-25 Jun 1989 Optics Asia 89

- 7-12 Aug 1989 International Sport Exhibition

- 7-10 Sept 1989 COMTEC 89

- 7-10 Oct 1989 AsiaPrint 89

- 7-12 Nov 1989 AsiaFest 89

- 7-12 Dec 1989 AsiaSME 89

- 7-12 Dec 1989 AsiaFest 89
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INCENTIVE TRAVEL 2

When more than a travel agent is required

The added value of using a specialist

IF YOUR objective as an employer is to give your top achievers something that they would not normally be able to afford or have access to, then it is no good buying 50 package holidays from a travel agent.

Cocktail parties, gala dinners, celebrity entertainment, special airport check-ins and anything else out of the ordinary have to be planned and organised by a specialist, an incentive travel operator. At least, that is the argument specialists in the incentive field put forward as to why you should use their services.

In short, it's horses for courses. "Incentive participants need to be treated differently from the regular

operator Travel Awards. "But anything more complex and he should come to us. A client would use a specialist for his advertising or sales promotion, so it should be the same for his incentives, he adds.

"We can organise an event on the Northern Ice Cap on the day of the 24-hour sun, to more prosaic European or US incentives. There's not a place in the world we haven't explored. We do 150 events/projects/programmes a year so we're adding to that knowledge all the time."

Then, of course, there is the peripheral management services a specialist can provide: merchandising the event;

"The last flight was cancelled. They enjoyed the extra evening in Munich. Our staff was up all night to get them on the first aircraft home"

holidaymaker," argues Mr Peter Hillman, project manager at Sheridan, an incentive specialist.

"They expect porters, a pre-designed airline seat, pre-registration at the hotel and so on. Everything we do is calculated to be the best quality possible within the client's budget."

What sets the incentive specialists apart from general travel agents, they claim, is specialist knowledge, from knowing which the best restaurants are in a certain resort in order to arrange an informal dinner and get-together to in-depth knowledge of hotel facilities to organise a business function and perhaps most importantly, access to the best rates.

"If the client is doing a low-key promotion and wants to give the salesforce 50 holidays, that's fine," says Mr James Peaney of incentive

helping to provide event communications such as teasers and flyers, and the launch package itself which usually incorporates a video of the destination and what it has to offer.

"It requires creativity, it's not just travel arrangements," says Ms Sue Bryant, account manager at CID Incentives. "If a travel agent starts to organise an incentive he gets bogged down in detail as he doesn't know what to expect."

So just who does use general travel agents for buying incentives? It seems to be the budget-conscious clients and the new buyers of incentives. Those who want only a flight and half-board would easily be satisfied.

"Clients often go to a general travel company to save money, but they'll find that often they're just booked on a package tour," says Ms Bryant. "That won't give them the ser-

vices they want."

But if anything should go wrong on foreign soil, claim the specialists, they will have you out of trouble in a jiffy, because of their patronage of a large network of regular suppliers. Just because something is booked doesn't necessarily mean, unfortunately, that it will operate. The travel industry may boast state-of-the-art computer reservation systems, but it counts for nothing if a flight is grounded at Frankfurt Airport.

"I had a group of 20 in Munich trying to fly home on the last flight of the day, but the flight was cancelled," recalls Mr David Hackett, managing director of The Travel Organisation.

"Our staff member got them back to a hotel and was up all night to ensure that they were on the first available flight the next morning. Because it was managed well, the group enjoyed an additional evening in Munich."

It underlines the point that a client only has one stab at getting the incentive right, one attempt at motivating staff and treating them as guests throughout the trip.

Getting someone else to manage the event also leaves the client company free to enjoy the incentive. "The managing director is just as much a delegate so we'll pre-manage it so he's free to enjoy it for business purposes and not for administration purposes. That role is a complete burden," says Mr Hackett.

But what about the cost? A weekend in Paris is likely to be twice as expensive through an incentive specialist, but it's justified by all those extras, afternoons tea on a *bateau mouche*, special group rates at Le Crillon and so on. Very often, the difference can be in the added value a specialist can incorporate to a package.

"I can't necessarily better the air fare every time but we'll give more service for the price," says The Travel Organisation's Mr Hackett.

Chent fees for the use of an incentive specialist range between 10 and 15 per cent on net cost. On top of that, the client will have to pay for the extra seat on an aircraft and extra hotel room for the incentive company's staff representative to be present.

But, on the plus side, claim the specialists, the air fare and room rates will be the lowest possible.

For value, we will ensure that our buying skills will produce a cheaper solution for a comparable package," says Mr Hackett. "For every £1 spent, the client wants £1.50 on value delivered and we'll beat any-one on value."

Certainly, it is advisable to have a representative from the specialist company in attendance if the group is larger than 30. Just in case, of course.

Gillian Upton
Editor, Business Traveller

REWARDING A salesforce that already receives many incentives to sell provides a brain-twisting challenge for its employers' conference and incentive department: each year.

Abbey Life, like many of its rivals in the financial services sector, has a large self-employed salesforce to satisfy and, along with Allied Dunbar, helps to set the standards in the industry.

"We're actually a little sparing on them," says Mr Peter Hickling, Abbey's assistant executive director, marketing operations. "The top achievers get a chance to go on an incentive only once a year. We don't want them to get the stage where they're saying, 'Oh, not another convention!'

Every other year Abbey's top achievers strive for one of the 150 or so places in the elite Chairman's Club. In the years in between, like this year, all the salesforce competes for a place in a much larger incentive.

Aside from limiting the frequency of any reward, Abbey is careful not to throw money at its salesforce. The incentive is a package of benefits and non-cash rewards to which it can respond. Mr Hickling explains: "Most people in the income bracket of successful salesmen have been to most parts of the world before, so the whole key is to provide unique added value."

So when Monte Carlo was chosen as the venue for its 1988 Agency Convention in July, the salesmen had to experience Monte Carlo with a difference. Abbey's salesforce had been on a cruise with a difference in 1986 when the company hired an entire ship, the Sea Princess, for 12 days for a cruise around the eastern Mediterranean. It was a hard act to follow.

"Changing the venue and the gear completely is one of the keys to running successful conventions," points out Mr Hickling. The 1988 event, which had a budget of over £1m, was promoted during the qualifying period with teasers, reminders, branch parties and other events to help work up enthusiasm. It worked, but the numbers involved for this year's junket - more than 1,200 including partners, made it a logistical nightmare.

More salesmen qualified than expected from the two target levels. The top end qualifier (who earned at least £40,000 commission during a specified 15-month period) won a seven-day trip via Paris, the lower-level qualifier (who

CASE STUDY

The Abbey Knockout



Hitting the target: the "It's an Abbey Knockout" competition in Monte Carlo

earned a minimum of £28,000 commission) won a five-day trip via Nice.

Mr Hickling concedes that the complexity of the event derived in part from the unusually large number of participants but Abbey certainly did not plan to disappoint so many high achievers. The number had swelled from an original figure of 700. Most incentive organisers would agree that delivering to a target group becomes more difficult as numbers rise because such events depend on the synergy of the participants. If they do not see one another, they lose touch and their enjoyment suffers.

Abbey gave it the green light and the fun began. "We said, 'Work hard and we'll show you France on the way,'" recalls Mr Richard Pavitt, who was Abbey's conference and incentives manager in 1985 when the plan was devised. He remained planning supremo after he left Abbey this April to become Richard Pavitt & Co.

Abbey decided to make the getting there as much fun as possible. Some 38 aeroplanes were involved on the outbound

and inbound movement, using all the UK's regional airports. Overstaying in Paris meant the best hotels, food and cabaret while the following day they departed on a 100-plus car rally to take part in the annual Tour des Gourmets Treasure Hunt, a drive that would take them three days until they reached Monte Carlo.

"No-one's ever driven 400 people from Paris to Monte Carlo and got everyone there safely," says Mr Pavitt. "It's terribly exciting to be able to do things like that."

Practophile Richard Binns suggested the routes, a rally expert put down the tulip symbols and veteran rally driver Stirling Moss added the glitz to the event. A section of the British Forces on leave made up a team of chase cars to make sure nobody got lost.

While they were eating up the miles on French D roads, the less intrepid top achievers took to the tracks on the TGV to Avignon to spend the night in a Relais chateau before finishing the journey the next day. The lower band of achievers flew direct from the UK to Nice airport.

mitage and Hotel de Paris. During the day they were left to their own devices. There was tennis coaching by David Lloyd, a golf tournament, sleeping in or sunbathing. One afternoon there was, coincidentally, a Royal Navy airshow, and another the half-day business conference with the theme: Expectations. On the last evening, Abbey had laid on a statutory gala dinner to close the proceedings, with an "It's an Abbey Knockout" competition the previous evening.

Throughout the period Abbey relied on its own team of 100 staff members to smooth the way rather than on ground operators.

Was the event rated a success? "Monte Carlo was enormously successful," says Mr Hickling. "We always do a survey afterwards and it rated very highly although not as highly as the Sea Princess. We had more qualifiers than we anticipated so the event was not as laid back as we'd wanted it to be."

"It's very easy for professional convention organisers to lose sight of what the actual qualifiers want," says Mr Hickling. "We haven't learnt anything new from this year's event but people perhaps aren't as sophisticated in their requirements as the organisers think they are."

And Abbey's 1989 Agency Convention? The destination is under wraps until November 4 when it will be announced with a video to start the incentive ball rolling again.

Gillian Upton

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Why cruising is popular again

Luxury on a budget

CRUISING IS rapidly becoming one of the most popular types of conference and incentive trip, having shrugged off its rather dowdy image of the early 1980s to emerge in the minds of many as the travel of a lifetime.

The fact that the reality of cruise ships may not always live up to the image - such as crowded sun decks to rival anything on the Costa del Sol, or the indignity of two sitings for dinner - has not seemingly detracted from the appeal of this form of travel.

Mr Colin Cooper, conference and incentives manager for Princess Cruises, reports that "there have been four times as many inquiries about cruising as a conference or incentive this year as we had last year."

While not all these inquiries obviously turn into firm bookings, the experience of Princess Cruises is echoed by all its major competitors.

What makes cruising so attractive is its flexibility. It offers not only meeting rooms for conferences and briefings but also all the facilities of a large modern hotel - such as restaurants and swimming

pools, as well as dancing and entertainment every evening.

More importantly for the organisers, it keeps everyone - in one location where it is possible to ensure that they are being well looked after as well as having them in the right place to get the corporate message across.

Budgets are also an important factor when organising a conference or incentive travel trip and cruising enables the actual expenditure to be forecast very accurately, since the bulk of spending - fares, accommodation and food - can be calculated in advance.

Discretionary spending aboard ship is usually left to the individual, although companies anxious to ensure the success of the trip may decide to pick up the total tab.

From the individual executive's point of view, cruising offers a trip which many would like to do but few feel they can afford. In fact, cruising is often no more expensive than land-based hotels - but it is perceived as a luxury trip and that is all important.

Cruising also enables compa-

nies to deal with a single supplier for travel, accommodation and so on, as well as with experienced organisers of incentive and conference trips.

One of the top cruise lines favoured by incentive companies is the Royal Viking Line, which operates up-market cruise liners out of the US, Caribbean and Mediterranean.

Allied Dunbar, the financial services group, has chartered the Royal Viking Sky in June next year for three six-day cruises. And Princess Cruises has recently taken group from Hoover and Firestone Tyres on its lines as incentive and conference cruises.

Some companies that decide to use cruising as a conference or incentive trip are taking advantage of the benefits of a cruise for small groups or even individuals.

But it is the larger companies which are currently most attracted by the motivational aspects of cruising. They are also looking for liners providing up-to-date audio-visual technology to enable conferences to take place on board.

Cruising also enables compa-

David Churchill

INCENTIVE TRAVEL 3

HOTELS

A no-hassle service

WHEN Lloyds Bank wanted to hold a top-level management conference recently, it looked for a venue that provided security with comfort.

The bank chose the Lygon Arms, a luxury country hotel owned by the Savoy Group in the heart of the Cotswolds, which not only has the latest meeting facilities (including a computer link) but also is prepared to offer exclusivity.

"With security and confidentiality becoming more important to companies, we have noticed a growing trend of management teams coming to the countryside and taking over the Lygon Arms for exclusive use," says Mr Kirk Ritchie, the Lygon Arms's managing director.

It is hardly surprising that top-class hotels such as the Lygon Arms go to this trouble, since the conference and incentive business is the fastest-growing sector of the hotel industry.

Virtually all types and sizes of hotels now go to great lengths to woo the conference and incentive traveller - such as arranging special theme nights to go with a corporate campaign. Two pharmaceutical companies recently took their sales forces through a mini-Olympics at the Holiday Inn in Malta as part of their motivational campaign.

But increasingly the hotels are seeking to provide a hassle-free service to conference and meeting planners. Grand Metropolitan's Berni and Cheff & Brewer Hotels group, for example, has just launched a special "Meetings Planner" facility aimed at companies who want to use its budget-priced hotels.

With this service Berni's hotel team finds the most suitable hotel within the group for the needs of the conference and meeting organisers. "We have spent almost a year researching customer's needs, formulating our operating and service standards, equipping our meeting rooms and - most importantly - training our staff to get our new meeting package right for our customers," explains Mr Mark Marshall, director of hotels marketing.

Providing a centralised service is also increasingly the policy of the large international chains. The Marriott Group, for example, which operates some 180 resorts and hotels around the world, can arrange conferences from a central reservation facility and it also publishes a quarterly magazine called *Network* for meeting planners.

Marriott calls its conference operation the "No Risk Meeting" programme. Mr Kees Kleeman, director of sales and marketing at the Amsterdam Marriott hotel, which initiated the scheme, explains: "We decided on the No Risk Meeting programme because we are aware of the pressures placed on the meeting planner to organise a successful trip."

Trusthouse Forte calls its central booking service Meeting Point - a facility which enables users to select from more than 200 hotels.

While hotels have traditionally sought the conference business, more and more are now seeking to organise incentives as well.

Holiday Inn, for example, has long been an established conference venue but it has recently also launched an incentive package in nine European cities and resorts ranging from Manchester to

Madrid.

The two-night and four-night packages include sporting and cultural events, a cruise on the Rhine or even a visit to the Rover's Return at the Granada television studios in Manchester.

"We decided the time was right for Holiday Inn to enter the incentive market and we have pitched our programmes at the expanding mid-management sector of the market," says Ms Pamela Carvell, marketing director for Holiday Inns International in Europe.

"We believe that annual sales meetings are now not just viewed purely for communications but for motivation, thus expanding the demand for incentive travel locations," she adds. "We plan to expand the programme to include locations throughout the Middle East and Asia Pacific in the near future."

One problem facing UK hotels has been the after-effects of 1986, when American forces of terrorism led to advance plans for conference and incentive trips to Europe being cancelled. Since the lead time for some of these events can be two years or more, the UK hotel industry has been surprised to note a return to favour with US conference and incentive organisers.

Mr Robert Tether, sales and marketing manager for the St James Court Hotel in central London, says that there has been a marked increase in interest from the US. "London in particular is becoming a popular venue again and anything which is typically English, such as the St James Court, is especially favoured."

With the opening of the Emirates golf club earlier this year, the city has the only grass championship course in the Gulf. At the Al Maktoum Stadium there is soccer, while a 30,000 capacity cricket stadium and 15,000 seater hockey stadium are under construction, plus the infrastructure to cope with large groups," says Mr Drew Foster, managing director of specialist operator Caribbean Connection.

Earlier this year, for example, Pioneer and Mutual Insurance took a group of 50 sales staff and their partners to Heywood Hotel in Barbados, both as a reward for sales performance and as an opportunity to discuss future objectives.

Elsewhere in the Caribbean, the Antiguan Tourist Board is making plans to expand its share of the incentive and conference market with the opening of a hotel. "The Royal Antiguan" - which has been purpose-built for large groups and conferences.

Although most hotels recognise the need to meet the growing demand for conference and incentive custom, some pay only lip-service to the need for higher standards.

One common complaint is the failure of many hotels to provide a single-person contact for meeting planners in the run-up to a conference and for the meeting itself. Often all kinds of hotel staff are used, leading to confusion and lack of co-ordination.

Other complaints include poor banqueting facilities and ineffective technical equipment. Some hotels also fail to separate hotel and conference guests.

Advice from conference planners suggests that those responsible for organising meetings should leave little to chance.

"Make sure the facilities meet the needs of the event - including such details as whether the lifts can handle bulky exhibition material," is typical advice.

David Churchill

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Meeting places - from the slightly unusual to the distinctly odd

Swim with dolphins, hire an island



The Raffles in Singapore: a famous hotel which recalls the heyday of the British Empire

Next month the fourth annual Countertrade Conference is being held at the Hyatt Regency Hotel in Singapore, and 250 are expected to attend. Nothing particularly unusual in that. But if you want something out of the ordinary, to which to tempt phlegmatic punters or a jaded management sector of the market, there is still plenty on offer.

Obviously, if there is time, and money is not a crucial factor, you will be thinking of going overseas. But one need not stay on the beaten track, even in the UK. Here are some suggestions, from the offbeat to the ever-so-slightly absurd.

■ Dubai. A daily flight by Emirates from Gatwick Airport includes a five or six-course meal on Royal Doulton china. There is free car transfer at both ends of the route and first-class business travel between Gatwick and Victoria Station, London, for first and business class passengers.

The airline uses the Airbus A310 but has opted for six fewer seats than the normal capacity of 187 passengers: 18 first-class electronically-reclining sleeper seats, 32 business class seats and 131 tourist seats. Instead of the standard six toilets, Emirates A310s have seven.

The Dubai Marine Hotel boasts a Thatchers pub and restaurant, while the Chicago Beach Hotel offers four swimming pools. The Jelbel Ali Hotel - just past the port, with transport to the town and airport available all day - claims its location is perfect for seminars and offers full conference, convention and secretarial facilities.

With the opening of the Emirates golf club earlier this year, the city has the only grass championship course in the Gulf. At the Al Maktoum Stadium there is soccer, while a 30,000 capacity cricket stadium and 15,000 seater hockey stadium are under construction, plus the infrastructure to cope with large groups," says Mr Drew Foster, managing director of specialist operator Caribbean Connection.

Eating out? Indian, Mexican, Chinese food, pizzas, fish and chips, vegetarian, Arabic, Ken-tucky Fried Chicken - Dubai caters for all palates.

■ The Bahamas. Surprisingly, UK and US citizens do not need passports to enter if their visits do not extend beyond three weeks. But Britons will find that it is a different matter when they return home.

Where else can you combine windsurfing, parasailing, scuba diving and going to a casin with a plethora of first-class conference facilities? Moreover, the highest recorded temperature in the hottest month - August - is no more than 95° while the mean of daily minimum temperatures in the coolest month - January - is as high as 62.9°. The worst month for rainfall is June, but November to April are fairly dry.

■ Young Island. Off the coast of St Vincent, this island - whose sole property is a luxury hotel consisting of 29 bungalows - is available for hire. It is an ideal place for spectacular sight-seeing and trimaran voyages, eg to Mustique, but not for a conventional conference. More details: Peter Roberts 236-1728.

■ Bermuda. Ford, Rover, Alfa Romeo and Renault have all sent groups to the island this year. Hotels like the Marriott Castle Harbour and the Elbow Beach can cater for thousands, but other such as Glencoe, Cambridge Beaches and Pompano Beach Club are now wooing smaller groups, offering an all-in rate, including meeting room facilities.

■ Hawaii. The Hyatt Regency Waikoloa, which opened last month, is described as a \$360m "fantasy resort." To give some impression of the place, it is hard to improve on

the 155-room hotel, which has all conference facilities, including audio-visual equipment, telex and telex. It is fully licensed, with a sauna, solarium and discotheque.

■ Singapore. Raffles Hotel, with 127 rooms, is small by the country's standards and (relatively) expensive. But that is history that many of its rivals lack. Rudyard Kipling, Somerset Maugham and Noel Coward stayed here. The hotel opened in 1886 and its architecture is French Renaissance: the ceilings are high, the stairs are balustraded and the corridors wide.

Though it might be impractical, one could stay here and attend a conference elsewhere in this convention city. According to the Singapore Tourist Promotion Board, the cost of a first-class hotel room in the city is less than half that in London or Paris. The same holds true for meals, while getting around Singapore in a taxi costs about a quarter of what it would cost in London and less than a fifth of what it would cost in Tokyo.

■ Macau. The Mandarin Oriental has recently opened conference facilities for 240 delegates, as well as a VIP

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veden, which belongs to the National Trust, claims to be England's only stately home hotel. It has been the home of a Prince of Wales, three dukes and the Astor family. The set is still exclusive - there are only 18 bedrooms - but there are conference and almost all other facilities. It is also convenient for Ascot races.

■ Cleveland. The delightfully-named Grinkle Park Hotel at Easington is situated between the moors and the sea in 35 acres of parkland. Darlington railway station is 45 minutes away and smaller conferences (up to 60 people) can be held. More details: 0287-40515.

■ Devon. Twenty miles from Exeter, the Moorland Hotel at Bovey Tracey, Newton Abbot, is situated on Dartmoor. More details: 03646-407.

■ Leicestershire. With facilities for five separate conferences - though four of them would have to be pretty small - Stapleford Park, near Melton Mowbray, was formerly the country seat of the Earls of Harborough. Children over 10 only. Details: 05724-522.

■ Worcestershire. Eight separate conferences could be held in the Chateau Impney Hotel at Droitwich Spa. A replica of a French chateau, erected in the 19th century by a local millionaire, is interlinked through a subterranean passage with a purpose-built 7,000 sq ft conference centre. There is also a purpose-built syndicate centre and a leisure centre, while there are private dining facilities in the chateau.

■ Wales. Other than that it is a former Bethesda chapel, the Llangollen conference centre may not be all that remarkable. But the town, close to the North Wales border, is ideally situated for small national conferences and within easy reach of airports at Manchester, Liverpool and Hawarden.

The auditorium seats 150 and tipplers need not be worried about the building's former use - private bars can be arranged. Activities that can be provided for delegates include white water rafting, canoeing, clay pigeon shooting, wine-tasting contests and canal boat trips. More details: Roger Francke 0978-861712.

■ Oxford. Exeter College has a lecture hall for 150 plus a dining hall for the same number. It has seminar and computer rooms and its recent clients include a variety of organisations: Bonn University, Oxford magistrates, the Musical Appreciation Society, Mobile Radio Users' Association and the Law Society. Though conference delegates dine in hall, they will not necessarily sup with academia: the college's fellows dine in the Senior Common Room rather than at High Table during the vacations.

Indeed, almost all Oxford colleges can be hired for conferences, not only during the long summer holiday from the end of July to early October, but also during the Christmas and Easter breaks.

Mr Jerry Salter, Exeter's domestic bursar, argues that the colleges are better value than purpose-built conference accommodation, such as the Randolph. He admits to a lack of bathrooms *en suite*, but he points out that all the bedrooms are now centrally-heated and all have hot and cold water. Scrubs still attend, to add to the charm, even if they no longer have to pour out vases of steaming water from which to shave. Inquiries (mornings) 0865-27651.

■ Eton/Windsor. The College, one was politely informed, is not available at any time of the year for conferences. As for the Castle, one did not presume to ask. Salter Brothers, the boat company, said it could handle small conferences of up to 70 people, but usually these would be sublets from Oxford conferences, where delegates were enjoying a day out on the river. None of its boats had a meeting hall.

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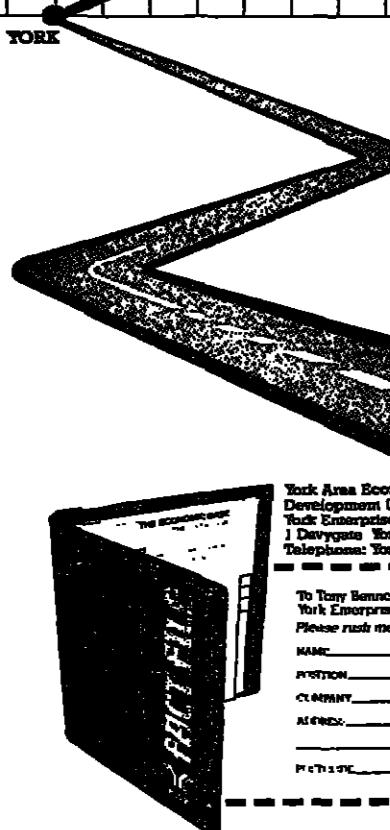
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House of Lords, London, England
Hearings: Lord Brandon, Lord Or-
brook, Lord Templeman, Lord
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merton: October 20, 1988

WHERE DISCHARGING time under a berth charterparty is to count from when the ship gives notice of readiness - whether in berth or not, the charterer is not liable for delay if the designated berth is available when notice is given but is unreachable because of fog.

The House of Lords so held when allowing an appeal by charterers Bulk Transport Group Shipping Co Ltd from a Court of Appeal decision (1987) 2 *FTLR* 171 that they were liable on a demurrage claim by Seacystal Shipping Ltd, owners of the Kydzios.

LORD BRANDON said that by a voyage charterparty dated October 26, 1984 the Kydzios was chartered to carry a cargo of steel from Italy to the US Gulf.

She was ordered to discharge at Houston. She arrived and anchored there and the master gave notice of readiness to discharge. The berth at which she was to discharge was available, but she was prevented from reaching it by fog until three days later.

The owners claimed \$30,433 demurrage. The charterers denied liability. The question was whether time for discharging counted during the period in which the ship was prevented from proceeding to berth by fog.

The arbitrator decided that the owners' claim succeeded in full. Mr Justice Webster, who allowed an appeal and dismissed the claim. The Court of Appeal allowed an appeal and restored the arbitrator's award. The charterers now appealed.

The charterparty was on the Gencon Box Layout printed form 1974, with typed entries and amendments.

These provided that discharging time was to commence when notice of readiness was given, "time lost in waiting for berth to count as discharging time".

Typical additional words pro-

vided "Time to count, wipon/

wipon/wipon/wipon...

These acronyms had the following meanings: "wipon" - whether in port or not; "wipon" - whether in berth or not; "wipon" - whether in free pratique or not; "wipon" and "wipon" which all seemed to be directed at the problem of congestion in port rather than bad weather.

The authorities presented two aspects as to the meaning of "whether in berth or not", one positive and one negative.

The positive aspect was that in the authorities' "whether in berth or not", when used in a berth charterparty, had uniformly over a long period been interpreted as relating to the availability or unavailability of a berth. In other words the phrase had been interpreted as dealing with the problem of congestion in ports, and putting the risk of congestion delay on charterers.

The negative aspect of the authorities was that "whether in berth or not" had been used in berth charterparties at least since 1970, yet counsel for the owners was unable to point to a case in which it had been contended that the phrase covered a situation where a berth was available but the ship was prevented by bad weather from proceeding to it.

The inference drawn from those two aspects of the authorities, one positive and one negative, was that "whether in berth or not" had, over a very long period, been interpreted as shorthand for "whether in berth (a berth being available) or not in berth (a berth not being available)".

There were two significant features about the context in which "wipon" was to be found in the charterparty.

The first was that, if the introduction of "wipon" in the typed addition had been intended to modify or replace the printed lines "time lost in waiting for berth to count as discharging time", one would

have expected them to be deleted. They were not deleted. The second was that the clear association of "wipon" is the typed addition with the other two acronyms, "wipon", "wipon" and "wipon", which all seemed to be directed at the problem of congestion in port rather than bad weather.

LORD JUSTICE LLOYD held that "whether in berth or not" enabled a valid notice of readiness to be given once the vessel had arrived in port, though the reason she was prevented from proceeding was not the unavailability of a berth but bad weather.

He supported his conclusion by reference to the absence of any words of qualification in "whether in berth or not"; the traditional view of the effect of the phrase; and the importance of certainty in relation to a commercial contract.

First, as to the absence of words of qualification, it was accepted that "in berth or not" did not indicate it was related to availability or unavailability of a berth. However, it was not possible when interpreting a phrase which had been regularly included in berth charterparties over a long period, to disregard long-established authority as to its intended purpose.

The authorities showed that since 1972 at least it had been recognised that the purpose of the phrase was to deal with the problem of a ship chartered under a berth charterparty arriving at port of destination and finding no berth available for her. There was no reported case where it had been suggested that the phrase was intended to deal with the problem of a ship prevented by bad weather from proceeding to berth.

Second, as to the traditional view of the effect of the phrase, Lord Justice Lloyd said that had always been that the phrase became operative to enable a valid notice of readiness to be given as soon as the

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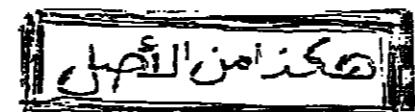


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Charterers not liable for fog delay

FT LAW REPORTS

The other view, put forward by the owners and accepted by the arbitrator and the Court of Appeal, was that the charterers could not have been prevented from proceeding to a berth either because none was available or because, though one was available, it was prevented by bad weather such as fog from proceeding to it.

The authorities presented two aspects as to the meaning of "whether in berth or not", one positive and one negative. The positive aspect was that in the authorities' "whether in berth or not", when used in a berth charterparty, had uniformly over a long period been interpreted as relating to the availability or unavailability of a berth. In other words the phrase had been interpreted as dealing with the problem of congestion in ports, and putting the risk of congestion delay on charterers.

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vessel arrived in port provided the other conditions of valid notice were satisfied.

That generalisation could not be accepted as correct. In cases where no berth was available that had been the traditional view; but where a berth was available but was unreachable by reason of bad weather, no traditional view had been established, because the question had never arisen in court.

Third, as to the need for certainty, it was accepted that certainty of interpretation was a most desirable characteristic of any contract, especially a commercial contract containing expressions commonly in use.

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Second, as to the traditional view of the effect of the phrase, Lord Justice Lloyd said that had always been that the phrase became operative to enable a valid notice of readiness to be given as soon as the

appeal was allowed.

Their Lordships agreed.

For the shipowners: Martin Moore-Bick QC and Charles Priddy (Middleton Potts & Co)

For the charterers: Anthony Diamond QC and Bernard Eder (Holman Fenwick & Willan)

Rachel Davies Barrister

These reports are published in volume form with the full texts of judgments. For subscription details contact Kluwer Law Publishing, Africa House, 68 Kingsway, London WC2B 6SD. 01-531-0301.

CONTRACTS

Office development on South Bank

NORWEST HOLST

CONSTRUCTION has been awarded a £21m contract by Regalton Properties following completion of the developer's Horseshoe Court building on London's Bankside, shortly to be the new home of the Financial Times.

Called Red Lion Court, the new development will provide 150,000 sq ft of office space on five and eight stories on a site adjacent to Southwark Bridge. The design calls for deep

basement construction and, because of the River Thames nearby, groundworks will include extensive sheet piling and bored piled foundations.

The 19-month contract is for shell and core construction only, allowing for fitting-out by the eventual occupier. The finished structure will have brick/stone and curtain wall elevations.

Preliminary works for the reinforced concrete frame building started last month.

£11m orders for Osborne

Southern based construction group, GEOFREY OSBORNE, has won contracts worth more than £11m.

A £5.5m building contract, for London & Metropolitan, is for three office units at Watchmoor Business Park, Camberley. The units will give a total of 74,000 sq ft of office space.

The buildings will have over-hanging pitched slate roofs and cantilevered first floors clad in dark brick, white curtain walling, and tinted glass. The main entrances will feature classical pediments and columns. Each building stands in its own landscaped site. Osborne's external works include roads and car parking.

At British Caledonian's flight training centre at Crawley, Osborne is undertaking a £925,000 contract to construct flight simulator pads and a two-storey accommodation block.

A £273,000 refurbishment scheme for William Mercer

basement construction and, because of the River Thames nearby, groundworks will include extensive sheet piling and bored piled foundations.

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Preliminary works for the reinforced concrete frame building started last month.

The block will create eight wards, accommodating 212 beds split between surgical and medical patients. It is being built to the latest Department of Health design standards, called Nucleus, which should make it easier both to expand the hospital at a later date, and also to link together the phases of redevelopment as each is completed.

Architect and consulting engineer for the services is the South West Thames Regional Health Authority. Consulting engineers for the structure are Alan Marshall and Partners and quantity surveyor is J B Marks and Partners. Higgs and Hill Southern is main contractor.

The building will have a reinforced concrete frame on mass concrete foundations. External walls will be of facing blockwork. The pitched roof will have structural steel trusses and fibre cement roofing slates.

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At Merion, Osborne is carrying out a £1.6m contract for management contractor, Bovis Construction, to construct roads and car parks for a new Savacentre.

Schlumberger

SCHLUMBERGER THIRD QUARTER EARNINGS

New York, New York, October 20 - Schlumberger Limited reported net income in the third quarter of \$11.2 million, \$0.42 per share. In 1987 third quarter income included an unusual gain of \$69 million (30.25 per share) on the sale of the investment in Compagnie Luxembourgeoise de Téleémission. With this gain, income from continuing operations was \$152 million, \$0.34 per share, in 1987. Net income in the third quarter of 1987 was \$2 million, which included a \$70 million award from the Iran U.S. Claims Tribunal and \$220 million less on the discontinued operations of Fairchild Semiconductor. Revenue in the third quarter of 1988 was \$1.24 billion.

Euan Reid, Chairman, stated, "The decline in oil prices during the quarter affected the drilling activity, particularly in North America. Worldwide rig count was down 1% compared with the same quarter last year. However, Offshore Services revenue was \$590 million, up 13%, on a comparable basis, 5% up \$495 million. Schlumberger's International business was below the record pace of the first two quarters of this year, though our unitary metering businesses made further progress. Third quarter losses at George's House Investments.

Bush Gould has also been engaged to construct an industrial unit at Whifford Road, Norwich, for European Land Investments in a contract worth in the region of £572,000.

Two contracts have been awarded to Willmott Dixon Construction. They are a £775,000 contract to build an extension to Churchgate Manor Hotel at Old Harlow, Essex, and the other, worth £541,000, is for internal office refurbishment at International Contractors in Stevenage.

Willmott Dixon Housing is working on a £1.7m contract to build 35 houses for Aylesbury Vale District Council and Willmott Dixon Design and Build has been awarded a £1.8m contract to design and construct an office complex in Colchester for the Churchmanor Property Co.

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Issued by Landesbank Rheinland-Pfalz - Girozentrale -

Dated 25th October, 1988.

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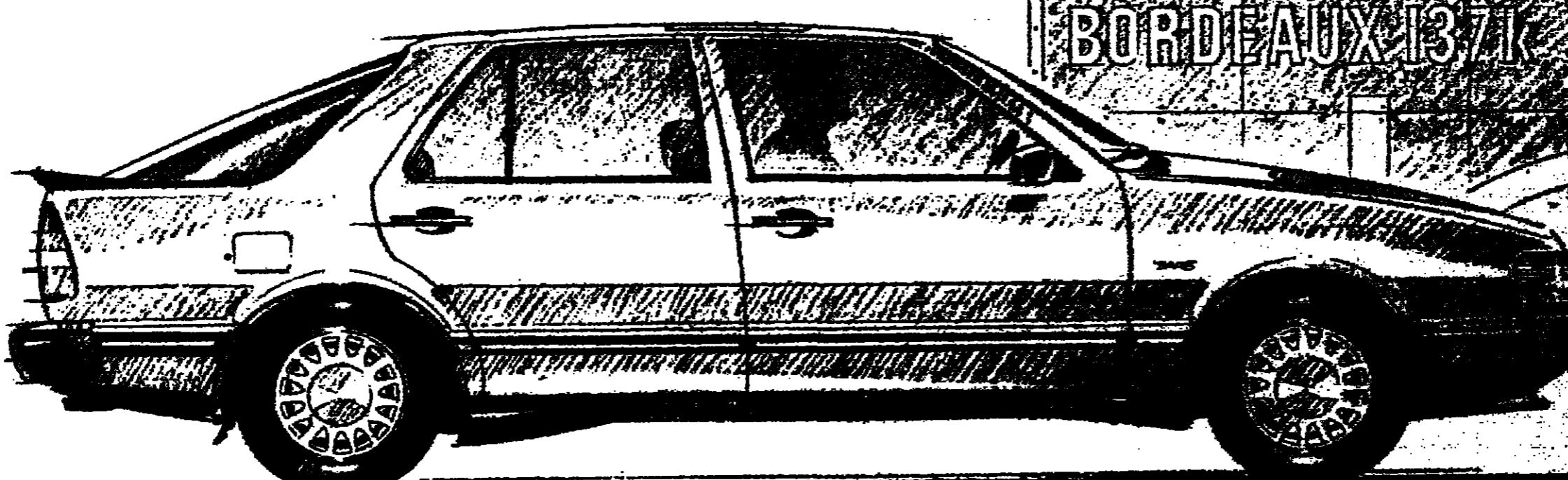
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MANAGEMENT: Small Business

Microman Computers has moved just a few hundred yards into the Rainford, St Helens, industrial estate where the company was, when it was featured on this page in November 1984. But in trading terms it could have been a million miles, and certainly a million pounds.

The company rose through the 5th sales barrier in August and turnover is heading for £1.25m by the year-end on November 31. It employs nine people and is desperate to find more with the right skills or potential.

And all this from a business that only five years ago was called Shave Electronics and on the brink of founding.

Kevin Shave, the technical expert behind it, made a fundamental error over corporate structure when he started up. Because he was designing robots, he set up as a one-man limited company in case one of his designs went wrong and he was sued.

This put him into a tax and national insurance trap - he had to make about 50 per cent above his wages each month in order to meet his PAYE obligations, even though his income was uncertain and irregular.

When he started dipping into his savings to meet living expenses, his bank (Barclays) advised him to seek help. Shave's local enterprise agency, the Community of St Helens Trust, put him in touch with the Government's Small Firms Service (SFS).

What he should have done was to set up as a sole trader and take out professional indemnity and public liability insurance. Then he would have paid less than £15 a month in self-employed national insurance contributions and paid his income tax 18 months in arrears after deducting business expenses.

However, the SFS advice was not to do this at that stage: analysis of the business's strengths and weaknesses had revealed that his talents might work best in something he had started doing as a sideline in order to make ends meet - selling and servicing Acorn's BBC B microcomputers.

The analysis also revealed another strength in the person of Lynda, his wife, who was an architectural photographer. She gave up her profession to run the administration. They re-established the business as a partnership and renamed it Microman Computers.

With the microcomputer boom just getting going and the BBC B becoming standard equipment in schools, the business

A close shave

Five years ago a small electronics company in the north-west of England nearly collapsed because it chose the wrong business structure. Ian Hamilton Fawley explains how good advice paved the way to its recovery



Kevin and Lynda Shave: his first mistake was to set up as a one-man limited company

Mike Aron

ness soon became busy and turned over £200,000 in its first year. In 1984-85 this rose to £511,000 and went to £277,500 in 1985-86 and £227,000 last year.

It looks like a smooth progression, but it has been a struggle. These are some of the lessons the Shaves have learnt along the way:

• Spread your risks.

Microman's market is segmented in several ways.

The first breakdown is by customer type. One third of its customers are small businesses, one third computer enthusiasts, and one third schools, colleges and local authority education departments.

Risks are also spread by products sold. The Shaves decided to offer sales and support services for IBM-compatible for small businesses to complement their Acorn dealership. The support services have proved very important in securing repeat business, often from people who bought their original equipment from places like Dixons, the UK chain.

The Shaves say that the secret is not to compete with high street multiples on product price but on value-added services which they cannot afford to offer. Lynda Shave helps small businesses and their accountants install accounting packages. This brings in more business

through word of mouth.

It was this philosophy which helped when Acorn ran into trouble in 1985. Microman did not merely sell BBC B's, but serviced them and offered software development support. Whatever was going to happen to Acorn, there were - and are - thousands of Bees in schools and colleges, all needing service.

In the event, Acorn was rescued by Olivetti, and Microman now sells and services the improved BBC machines as well as the new Archimedes range.

The latest product is packaged software for computerised design. Microman has become an agency for Autocad, which designs packaged software for small businesses.

The remaining segmentation is between types of account - cash/retail, which accounts for about a third of business, mail order and account customers. Managing this mix makes for a balanced cash flow.

• Set up good management accounts and use them for control.

Microman did not computerise its own accounts until it outgrew a manual system in 1985 but once it did, control of the rapidly growing business became relatively easy.

However, it was crucial that the manual system was right in principle before computerising.

The Shaves have got nowhere advertising for technically qualified people for sales and support services. They believe it is the growth in net worth that counts.

• Nurture your staff.

The Shaves have got nowhere advertising for technically qualified people for sales and support services. They believe it is the growth in net worth that counts.

• Budget return about 5%.

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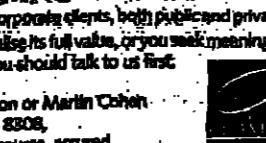
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experienced person from St Helens who wanted to return after a spell working in the south-east.

The third member of the management team has been with them from the outset, but most staff have been recruited and trained via the Government's youth training scheme or variations on it.

With the exception of two duds, this has produced a flexible group of enthusiasts. A bonus scheme wins them points for keenness, appearance, attendance, and the way they deal with customers. The points influence the way a bonus pool - made up of 10 per cent of that year's profit - is divided up every November.

Pay rises are decided in April; there are, in effect, two opportunities a year for staff to learn how they are doing and how they can do better.

• Make sure the authorities know who you are and then use all sources of help.

The Shaves moved their business into a disused farm, bought the farmhouse as their home, converted the barn for their showroom and offices and turned the farmyard into a customers' car park.

Planning permission could have been difficult but the Government's relaxation of rules about light industry in the green belt was timely. The Council for Small Industries in Rural Areas (Cosira) supported the planning application, as did St Helens industrial development department.

The Department of Trade and Industry then chipped in the job grants of £3,000 for each of the three new jobs created by the expansion.

• Plan strategically.

Think about where the business is going and the quality of the financial performance. The Shaves are thinking about converting the former pigsties into a training centre to teach small business customers how to network their computers.

However, they are hesitating. They see a dilemma between growth and consolidation. Getting bigger may mean taking on more administrative staff and a consequent delegation of authority; but they want to keep this to themselves as to feel fully in control of their own lives. There is a vast difference between this and achieving your goals through other people.

Should they concentrate on developing better profitability instead, with no deliberate push for more sales? They believe it is the growth in net worth that counts.

• Should they concentrate on developing better profitability instead, with no deliberate push for more sales? They believe it is the growth in net worth that counts.

In brief...

■ According to the Chartered Institute of Management Accountants, at least two out of every three small businesses believe that the statutory audit of private companies should be scrapped.

The institute says that the chief reason for this view, according to a survey it has carried out, is the saving in audit costs that would result. The survey showed that most companies pay about £10,000 for their audit and fewer than one in ten of those surveyed paid less than £4,000.

The preferred alternative to an audit, according to the survey, is a certificate declaring that accounts had been prepared according to company law, and signed by the accountant who had prepared them. Strongest support for this came from managing directors.

■ Nine per cent of companies with less than 50 employees were in favour of certification.

However, only a quarter thought the Inland Revenue would be satisfied with certified accounts. Almost a half felt the revenue would object strongly to accounts carrying a certificate of compliance. And even those fully in favour of a certificate were doubtful whether the revenue would accept such a proposal.

■ The closing date for applications for places is October 31. The cost per place is £50.

Details from LERNA, 4 Snow Hill, London EC1A 2BS. Tel: 01-236 3000.

■ The rapid development of "concept" retailing in the UK has prompted 3i, the development and venture capital group, to establish a fund specifically for retailers. The fund will be open ended.

A number of firms in which 3i has invested have launched a new concept on a local basis, and have met with immediate success. But 3i realised that in order to capitalise on the idea while the market gap remains they then need "very substantial cash resources". It is for this reason that the fund has been set up, according to Paul Waller, the 3i director responsible.

A focal point for educators

A formal association is being formed to bring together an informal network of institutions and organisations involved in the field of small and medium sized business education, training and research. Under the title of the UK Enterprise Management and Research Association, the organisation will aim to provide a focal point for all those which it suggests.

With what it describes as "pump-priming" support from the Department of Employment Small Firms Division and Small UK, the association will seek, among other aims, to establish links with policy makers, associations, the professions and others providing small business support.

The informal group, which first met in the mid-1970s, has

been behind such initiatives as the National Small Firms Management Teachers Programme, now ten years old, and the Small Firms Policy Research Programme. It was also behind the Register of UK Researchers and Teachers in Small Business which is published in collaboration with the UK Small Business Research Trust.

Educational institutions have considerably expanded their involvement in small business education and training in the 1980s and it has been this which has prompted the move to create the association. It is planned, though, to offer membership to all who see themselves acting in a similar educational and training capacity, such as large companies, banks and enterprise agencies. The association will

also seek to link up with the newly-formed European Council for Small Business.

The setting of detailed objectives and articles of association will be discussed at a conference in Cardiff next month and it is expected that a constitution will be approved by the end of the New Year.

Professor Allan Gibb, of Durham University Business School, is head of the steering group for the research conference and is leading the promotion of the creation of the association. Other members of the steering group are drawn from a wide range of institutions and are well known for their work in the field of small business education.

Further information from Durham University Business School, Mill Hill Lane, Durham DH1 3LB.

COMPUTER CABLING AND WIRING

Communications company involved with office cabling and wiring seek additional contracts via links with companies or individual involved with sales for products.

Details from FISER, Financial Times, 10 Cannon Street, London EC4P 4BY

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Ian Fowler, Room 445, British Railways Board,
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P.O. Box 100, London NW1 1DX
(Telephone No. 01-928 5151 extension 41015)

and enclose a brief statement of their
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annum.

★ 105 employees.

★ Freehold premises in Hertfordshire.

★ Considerable order book in the South.

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Sherwood Rise, Nottingham NG5 1AH. Telephone
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Sherwood Rise, Nottingham NG5 1AH. Telephone
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South of England

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Box H4002, Financial Times, 10 Cannon Street, London EC4P 4BY.

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Telephone: (0727) 41775

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Further information from Box H3973, Financial Times,
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Phone: Box No. H3992,
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FINANCIAL TIMES TUESDAY OCTOBER 25 1988

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Tel: 061-428-8056

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Managing Director

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148 Edmund Street, Birmingham B3 2JR
Client Ref: CDR B.H.L.

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244 Fernside Road, Ascot, Berkshire, SL5 8JX
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WANTED

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Major PLC seeks acquisitions with solid management and proven profits record. Net profits in £1m - £25m band are our target range.
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ARTS

Surreal images from a winsome Wonderland

William Packer views an impressive retrospective of the artist Paula Rego

A retrospective exhibition at a major public gallery is a distinction much coveted by artists, for it suggests, as much to themselves as to any wider public, an arrival at last at a certain critical standing or reputation. However, it does not always work out quite like that. Bergers come to mind, for example. Timing is everything. Large or small, done on a shoe-string or with no expense spared, it makes no difference. If the show comes too soon, or too late – even if it only by a little – the world has moved on.

Though Victor Willing was first to establish a major reputation in Britain after their return, Miss Rego too, who had been showing regularly in Portugal for many years, was soon noticed, albeit at the time in more limited and often specifically feminist a context. But she was always too singular an artist to tuck away. Evidently and admirably she continued to develop in her own way at her own speed and if this show proves anything, it is the mistake ever taking the context too seriously.

Rather more to the point, her work of the late 1970s and early 1980s, powerful as it was in itself and germane to what else was being done at the time, is the essential transition that, despite all the

fact organised by the Gulbenkian Foundation in Lisbon where it was shown earlier this year. Miss Rego is herself Portuguese, born in Lisbon in 1935, but she came to London in the early 1960s to study at the Slade. There she met her husband, the painter Victor Willing, who died this year, and they have since returned to live in Portugal for several years; they began in 1963 to divide their time between London and Portugal, settling permanently in London in 1976.

Though Victor Willing was first to establish a major reputation in Britain after their return, Miss Rego too, who had been showing regularly in Portugal for many years, was soon noticed, albeit at the time in more limited and often specifically feminist a context. But she was always too singular an artist to tuck away. Evidently and admirably she continued to develop in her own way at her own speed and if this show proves anything, it is the mistake ever taking the context too seriously.

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'The world is that childhood world of fairy tales or Alice's Wonderland'

early and the mid 1980s, amorphous, vaguely organic images on the very brink of abstraction, were threateningly together. In the indeterminate space, the mood, though more violent and sinister, is of the earliest of Miro's abstractions, or of fantasies, perhaps of malignant visitors from other worlds. The handling is energetic and formally inventive, the

superficial differences in approach and subject matter, draw both the earliest and the latest work together into a coherent whole. Through it we may look back to the surreal, abstracted expressionism of oil studies and sketches, to the latest, ambiguous figurative silhouettes and find the same touch on the surface, and the same imagination at work. As always, *plus ou moins* ... yet the sensibility will always remain the same.

In the earlier work, that of the

undescribed. We are moving into the imaginative territory occupied in modern painting only by Balthus. The world is that childhood world of fairy tales or Alice's Wonderland, lived entirely in imagination, populated with looming adults and minute terrors and delights. "At Esteril" – Miss Rego recalls, "I was first aware of the outdoors, something outside the house, and I was absolutely terrified. My mother said I was afraid of the flies. I was afraid of everything. I couldn't bear to be outside and I was afraid of children. Oh God, it was awful. It was just terror, terror."

But the children grow older, the maids attend their charges, the policeman's daughter polishes her father's boot with a more than dutiful attention. The young man has his hair dressed before his departure, the cadet his lace tied by his kneeling older sister. All are serious, self-possessed and silent, save, perhaps, for the occasional subject of their ministrations.

At some 7 by 5 ft the latest paintings, even by modern standards, are large enough, yet, like most of those in the exhibition, they are worked on paper in acrylic paint. The combination, which is so direct of application and quick to dry, certainly allows for the graphic simplicity and speed with which Miss Rego carries through the statement of her ideas and images. But its appropriateness is more than purely practical, for the very character it gives to touch and surface is flat, impervious and comparatively unaffected,



The Family by Paula Rego

which thus imparts a most curious quality of imaginative desiccation and wry detachment. The cat stretches and claws the wall. Do those flies still buzz in the corner of the room? It is the dryness of these paintings, in every sense, that sets the nerves so deliciously and disturbingly on edge.

Wexford Festival

THEATRE ROYAL, WEXFORD

With a slow but deliberate policy of expansion the Wexford Festival has started to build upon its successes of recent years. A few extra rows of seats were added to the back of the Theatre Royal a while back, though at 600 seats or less the theatre must remain one of the most homely festival venues in the world, and from next year the theatre plans a further increase in attendance by adding three more performances to the festival's schedule.

For the year-upon-year Wexford regulars, however, who seem to comprise a large percentage of the audiences, the good news is that the atmosphere in the town seems immune to change. Where else, at an international musical centre, can one come across what looks to be a thriving business announcing itself as the "Bar/Understaker"? Or ask for the local taxi firm, as I did, and find that the directions lead to the corner sweetshop?

Nowhere but Wexford, indeed. Yet this is the town which draws music-loving audiences from far afield and has them dress up for its festival in a fashion that neither Bayreuth, nor even Salzburg, can now rival. Unlike many music festivals, Wexford suffers no self-doubt as to why it is in existence. The festival fare remains operas on the fringes of the repertory and the chance to catch pieces that one

is unlikely to find performed to professional standards anywhere else is a unique reward. This year the programme began with Dvořák and the main surprise is that the composer has not featured at Wexford before. With the reluctance of most opera-houses to get to grips with Czech operas because of the language difficulties, anything from this source is prime Wexford material. Now that they have made a generally rewarding start with Dvořák's *The Devil and Kate*, let us hope that the festival administration has been encouraged to explore further.

This opera is mature Dvořák, and that it is a long time since I have followed so many of a composer's original stage directions in a production of the work itself. Only at the end, when Kate found herself left

"Unlike many festivals, Wexford suffers no self-doubt as to why it is in existence"

though by no means another *Rusalka*. The basis for the plot is a simple folk-tale about Kate, an overweight young frump who is the butt of a lot of unkind jokes from the other young people in her village and who ends up being carted off to the underworld, where she succeeds in making life hell for the Devil instead. There is a number of morals that could be drawn from the story and it is a shame that Dvořák mostly ignores them.

Nevertheless, the score is full of attractive music, some folksy, some drawing on the

deeper lyrical instincts that inform the best music of the composer's later years, and the piece is well worth an occasional staging. Any attempts to impose on it a radical or meaningful style of operatic production would almost certainly be to no avail and the Wexford team of Francesca Zambello (producer) and Neil Peter Jampolis (designer) wisely preferred a more traditional course.

Indeed, it is a long time since I have followed so many of a composer's original stage directions in a production of the work itself. Only at the end, when Kate found herself left

would hesitate to put the blame for that on the conductor Albert Rosen, whose reading of the score was otherwise a model of idiomatic Czech musicianship, always knowing when to tease the rhythms and make the themes sing.

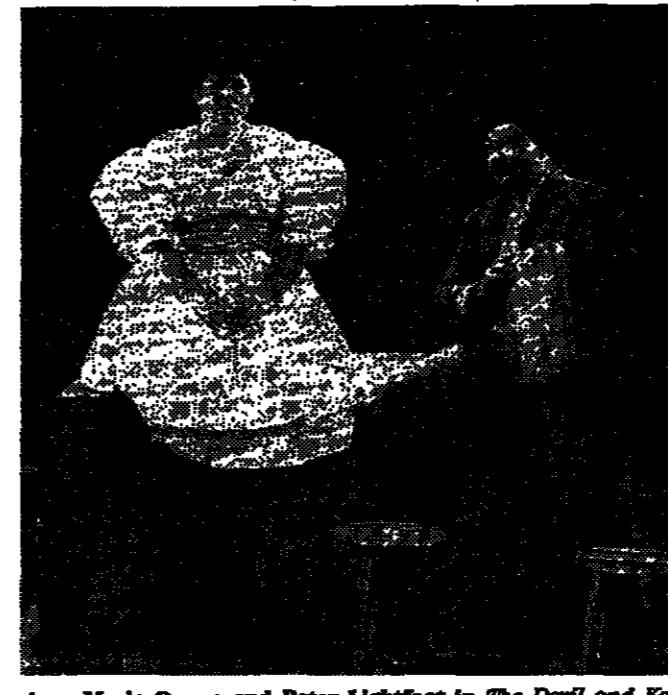
A pleasing, if modest success. But the Wexford regulars really make the pilgrimage to the festival for something else: namely 19th century Italian bel canto, and the rarer the better. The breakfast-table talk this year was of Mercadante, never before staged in Wexford, and in particular of *Elisa e Claudio*, an *opera semiseria* that was the seventh of his 60 operas (as listed in Grove's) and may presumably be taken as representative of his best early style.

As in many pieces of this genre, the plot is a mess, with too many characters and not nearly enough motivation to go round. That does not, perhaps, spell failure for the piece as there are other composers of the Italian tradition who, Midas-like, could have touched it and seen it turn to gold. But Mercadante gives little sign of wanting to communicate anything about life or human feeling. In his music, as Bellini or Verdi would have been determined to do.

The result, to my mind, is a various piece of dramatic non-sense and my sympathy goes out to David Fielding, the well-known designer who was

alone and unloved despite all her material gains, was any gloss added to the story and that seemed to me a wholly justifiable one. It was also movingly carried off by Anne-Marie Owens, whose ungainly and painfully self-conscious Kate was a marvel of dramatic perception.

Among the other singers Joseph Evans made an affecting lejeune shepherd-boy, Jirka, and Peter Lightfoot an amiable devil, Maribel. In this intimate little theatre a lot of the singing sounded too loud, as did the orchestra, but I



Anne-Marie Owens and Peter Lightfoot in *The Devil and Kate* at the Wexford Festival

on this occasion also making his debut as a producer, for having to make a go of it. The show that he has produced (which may be seen in London at the Elizabeth Hall on November 3) is strong on visual images and at least makes a fair stab at the comedy, even if the result is rather shallow of voice for Elisa and the principal asset of Janos Bandi's Claudio is his *forte*, which is required neither by the theatre nor by the bel canto style. Bruno de Simone delivered his comic part with some verbal point, but the best singing came from the Carlotto of Alice Baker, who alone scored a plus vocally. Fortunately Marco Guidarini led a well-paced performance in the pit.

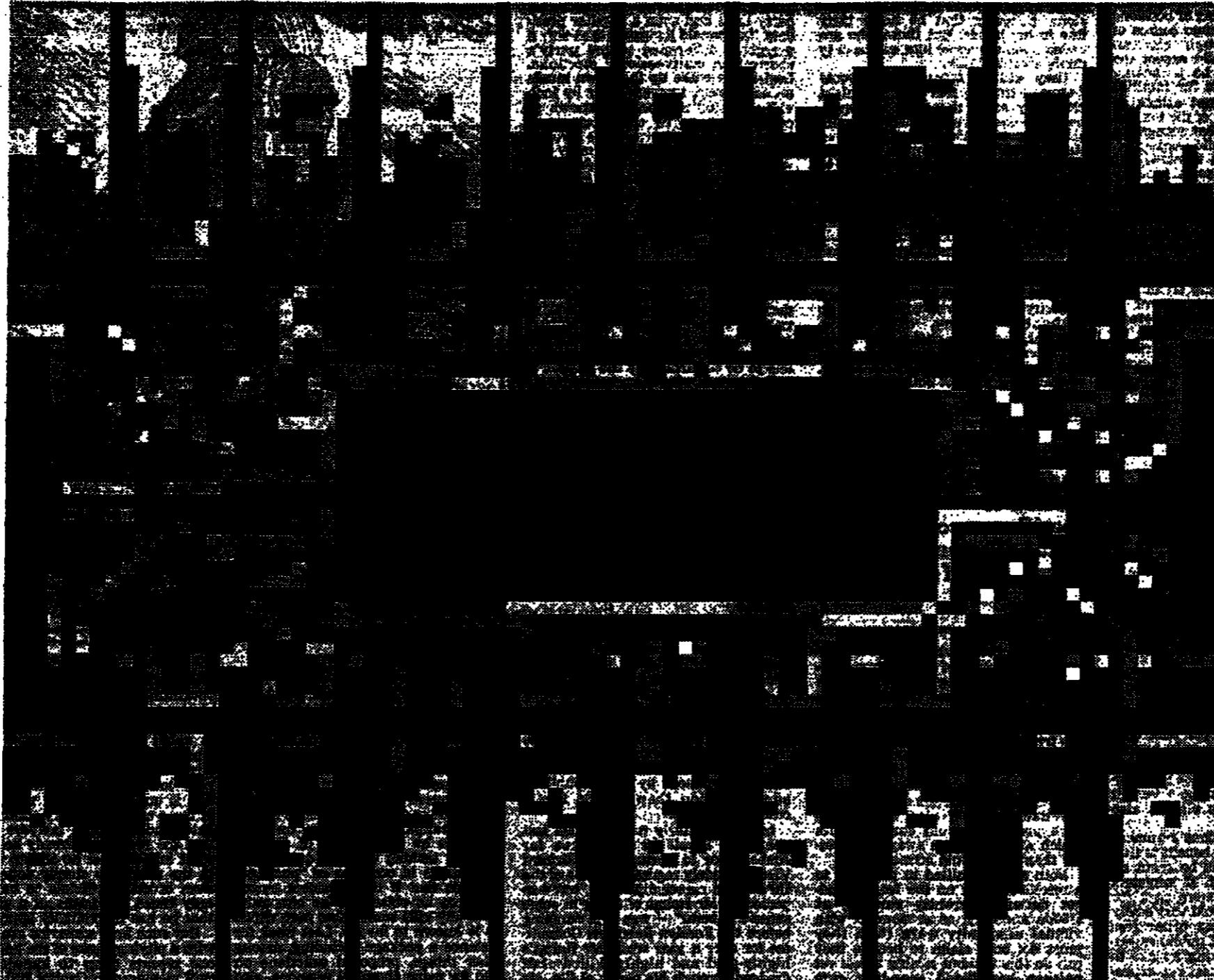
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TUESDAY OCTOBER 25 1988

The case for child benefit

MR JOHN MOORE, the British Social Security Secretary, has long been an advocate of "targeted" welfare benefits. The news that he is likely to acquiesce, for the second year in succession, in a cut in the real value of child benefit hardly comes as a surprise. The Government, however, would be unwise to attempt to alter the balance between universal, national insurance and means-tested benefits without first seeking a popular mandate for reform.

In its 1987 election manifesto, the Conservative Party promised that "child benefit will continue to be paid as now, and direct to the mother". It is pure hubris to interpret this as a commitment only to maintain the cash value of the benefit. A benefit is not the same benefit if inflation has meanwhile significantly eroded its purchasing power. If the Government wants to cut child benefit, it should argue openly and explicitly for such a change in policy, not allow inflation to do its work by stealth.

Opposition

Much of the opposition to child benefit in right-wing policy circles reflects a misunderstanding of what it is meant to achieve. It is said to be poorly targeted because it is received by rich as well as poor mothers. Yet it was a replacement for child tax allowances. Nobody argues that personal tax allowances are poorly targeted because both high and low earners receive them. Ministers claim credit each year for raising the real value of tax allowances. Why are they so keen to discriminate against children?

The discrimination against children is particularly odd given the Thatcher Government's desire to promote the family. The 1985 green paper on social security defended child benefit, arguing that "families with children at all income levels should receive some recognition for the additional costs of bringing up children" and made the case for "some general redistribution of resources from those without children to those who have the responsibility of caring for them".

The apparent desire to phase out child benefit looks even less rational in the light of

Obstacles to Korean unity

FOR AS LONG as Korea has been divided, leaders on both sides of the border have held out reunification as a key political objective. But because unity means something quite different to each side, nothing has ever come of the idea – though it remains the most emotional issue among the populations of both north and south.

Both governments made speeches to the United Nations last week which underlined their respective interpretations. President Roh Tae Woo of South Korea called for a summit in Pyongyang and a "springtime for peace and reconciliation," a theme he repeated in a private meeting with President Reagan. The responding address by North Korea's deputy foreign minister, Kang Sok Ju, reiterated the demand that all US troops must be removed from South Korea, together with their nuclear weapons, all anti-Communist laws must be repealed before a summit and reunification of the country must take place along confederal lines, with North and South sharing power equally and retaining their present social systems.

Major powers

Reunification is, however, not a matter which Koreans will be left to decide for themselves. It cannot occur unless four major powers – the US, the Soviet Union, China and Japan – each deem it simultaneously to be in their own best interests. Mr Roh acknowledged as much in his speech when he proposed discussions between those four countries and the two Koreas to lay the groundwork for "peace, prosperity and security in north east Asia", a phrase carefully borrowed from Mr Mikhail Gorbachev. Mr Kang ignored the proposal.

Relations between the two Koreas never rise above the lukewarm before one or the other does or says something to lower the temperature again. Nevertheless, President Roh's offer is the first by a South Korean leader to visit President Kim Il-sung in Pyongyang without preconditions.

Historic though such a visit would undoubtedly be – and it could yet take place – it would more likely result in sporting, cultural and educational exchanges and some family reunions rather than in the reunification of the peninsula, divided pragmatically in 1945 and bloodily by the war of 1950-53.

Reunification is not simply a question of making one nation out of the 40m South Koreans and 20m North Koreans; nor of doubling the north's per capita GDP from around \$1200 to the South's \$2,500; nor of selling South Korea's superb automobiles to the bone-shaken North Koreans; nor of combining the North's low but troublesome foreign debt with the South's very large but manageable obligations.

It is ultimately a question of regional power balance. While all major powers play in service to the desire to defend East Asia's "flashpoint" the fact is that none of them has any real interest in promoting reunification. South Korea provides the US with a valuable, if expensive and locally unpopular, bastion against communism in Asia. A united Korea under the hegemony of Pyongyang could destabilise Japan and tilt the regional balance of influence against both the US and Japan. Conversely, any idea that the US might risk war to ensure domination by the South is fanciful, not least because of the events which led to today's "unified" Vietnam.

The electorate does not believe that Dukakis comes out well. He is the Governor of a state which ranks as the most liberal in the Union and the joke in Texas is that Willie Horton is a lot better known than Michael Dukakis.

The big loss is the furlough programme, which is aimed at preparing criminals for their eventual return to the community. Apart from the Federal Prison system, 46 states run such weekend release programmes and 200,000 prisoners benefited from them last year. 33 states permit lifers to go on furlough.

It is true that Massachusetts offered the only furlough pro-

gramme. The birth rate has fallen sharply in recent decades, not least because many more women are working outside the home. The population is now barely replacing itself and may shrink in absolute terms in the 21st century. The financing of pensions has become a prime source of concern. In such circumstances one would expect the Government to be proposing additional reliefs for families with children, not attacking the only element of the tax and benefit system that recognises the burden of child-rearing.

Looking more narrowly at the needs of the social security system, the case for retaining child benefit is equally strong. Mr Moore wants to strengthen work incentives and reduce people's sense of dependency. Why does he think that an extension of means-tested benefits such as family credit will achieve either objective? A means-tested or "targeted" benefit must, by definition, be withdrawn as income rises. The tapers are usually severe with each extra pound of wages resulting in a 70-80p reduction in benefit. Targeting inevitably penalises individual effort and will tend to institutionalise an underclass.

Phased out

If child benefit were phased out, an additional 1m children would become dependent on means-tested benefits. The result would be a significant increase in hardship and dependency. The take up rate for means-tested benefits is always low: roughly 40 per cent of families eligible for family credit do not claim it. Ignorance is not the only reason. Many poor families would rather struggle than rely on charity. Child benefit, by contrast, has a 100 per cent take up rate: it is the only benefit that reaches some poor children. Mothers do not feel stigmatised in claiming a benefit that the middle classes also enjoy.

The most spurious argument for cutting child benefit is that the savings could be spent on the very poorest. If ministers wanted to find more cash for the poor, they could very easily do so by cutting other less rational items of public expenditure or by taking an axe to the more egregious tax expenditures.

Both are committed in principle to a resolute attack on the federal budget deficit, currently running at \$150bn annually, as economists with virtual unanimity warn them they must do; both claim to believe they can do this without raising taxes; yet neither has listed spending cuts which would add up to anything like the saving required, while both have made proposals which involve significant added expenditure. The result is that neither will be able to claim a clear mandate for the economic package he eventually proposes – with the probable result that it will be hacked to pieces by congressmen defending their own pet projects or special interest groups.

Power of law and order

■ Intellectuals tend to look down on law and order as a political issue, yet it almost never fails to strike a popular chord. Indeed if George Bush wins the US Presidency next month, he may consider sending a letter of thanks to Willie Horton.

Horton is a convicted first-degree murderer who was let out of prison on a weekend pass – known in the US as a furlough – from a Massachusetts prison in April 1987. He went to Maryland, broke into a house, stabbed the man and raped his wife.

Bush took up Horton's furlough as a campaign issue, casting Michael Dukakis as a liberal who is soft on criminals and has no sympathy for their victims. The Bush campaign used the Horton story almost daily in speeches and TV advertising. Many political analysts say that it has been the Republicans' most effective law and order plank.

The Dukakis campaign has now hit back by pointing out that Horton is black and accuses the Republicans of trying to exploit race to win votes, but it may be a bit late for that. The fact is that violent crime and drugs are a key issue throughout the US.

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It is true that Massachusetts offered the only furlough pro-

gramme in the US to convicted first-degree murderers like Horton. It is also true that Dukakis only banned the programme when furlough citizens groups gathered 57,000 signatures in a year-long campaign to force him to do so. But it is also true that in Massachusetts, unlike other states, all first degree murderers receive life without parole.

■ Zambia votes tomorrow. Because of the country's still low literacy rate – about 40 per cent – each candidate has a symbol which goes along side the name on the ballot paper. Some of the more popular symbols are a pair of glasses, a stool, a fork, a window, and a bicycle. There should be no doubt, however, about the re-election of Kenneth Kaunda as President. His symbol is an eagle, Zambia's national bird, and, although he is unopposed, there is still a "no" box for those who do not support him. It features a toad.

Underground

■ The non-Tory opposition to Margaret Thatcher in Britain has come up with a new magazine designed to help mobilise opinion to get rid of her. It is called *Semidat*, after the underground publications of the Soviet dissidents, and edited by Ben Pimlott, who wrote an outstanding biography of Hugh Dalton.

Actually, the idea is much better than it sounds at first hearing. The thought is that, sooner or later, there will be a change in the intellectual climate and a reaction against everything associated with the present regime. Not even

FOREIGN AFFAIRS

Electing the free world's leader

By Edward Mortimer in Washington

Since most of the world is affected in one way or other by decisions of the US Government, most of the world should by now be aware that the "leader of the free world" does not in fact control that government in the way that most other leaders, including elected ones, usually control theirs. The President proposes what Congress decides.

It is now all but certain that for the next two years, as for the last two, a Republican president will confront a Democratic majority in both houses. But even if that is not so it will make little difference. Senators and congressmen seldom divide on strict party lines and even a popular president like Ronald Reagan makes only a marginal difference to his party's chances in congressional elections. Legislators make up their own minds on each issue, swayed either by individual prejudices (pointedly known as conscience), or by the interests of identifiable and articulate groups among their constituents, or by the views of a well-endowed lobby that may decide to contribute either to their or to their opponents' election expenses.

So much the world perhaps by now understands. But surely not many people outside the US Government realise how tentacular and paralysing is the congressional grip even on what one might suppose to be minor decisions of a purely executive nature. Not only cabinet members and Supreme Court justices but, for instance, every single US ambassador has to be confirmed by the Senate.

True, it is rare for a nominee to such a post to be actually rejected, but the scope for procedural delay is almost infinite and fully exploited. Senators, even of sharply differing political views, do not like to dislodge one another, since each has individual hobby horses and pork barrel projects for which it will sooner or later be necessary to crave the other's indulgence. So it only requires one member of the relevant committee to decide to make things difficult, and a given appointment or legislative provision can be blocked more or less indefinitely.

Such is the secret of the extraordinary awe in which the Republican Senator Jesse Helms of North Carolina is held. Being on the extreme fringe of the minority party, he would in any other parliament be regarded as a colourful backbencher comparable to, say, Mr Dennis Skinner or the Rev Ian Paisley in British politics. Instead he is one of the most feared as well as hated men in Washington and even more by the Republican administration than by his Democratic opponents.

In a particularly flagrant case last year the President's nominee for Ambassador to Portugal, Mr Richard Vets – widely regarded as one of the US's ablest career diplomats, but suspected by Mr Helms of being in some sense a "liberal" – was kept dangling before the Foreign Relations Committee for over a year while Mr Helms's highly-paid and highly-skilled staff dredged through his personal file, his tax records, and any other source they could lay hands on. Eventually the absence of an ambassador in Lisbon became an aggravating circumstance in a dispute with Portugal over the amount of US aid, potentially jeopardising the highly-valued US air base in the Azores. Rather than cause the Administration further embarrassment Mr Vets withdrew his name and resigned from the foreign service.



A former ambassador to Jordan, he is now advising King Hussein. One more scalp on Mr Helms's belt and one more talented American public servant lost to the service of his own country.

Even the strictly legislative powers of Congress are flagrantly and routinely abused to circumvent the President's power of veto and oblige him to spend taxpayers' money on programmes he disapproves of. This is done by tacking together quite unrelated items in bundles of "package bills", so that if the President vetoes the item he objects to he also automatically kills some other item which he is known to favour. Last week for instance a package including, among other things, proposed sanctions on Iraq for using chemical weapons also included an appropriation for Worldwide TV broadcasts to Europe by the US Information Agency whose director Charles Z. Wick is a close friend of President Reagan. Few members of Congress really believed the broadcasts a justifiable use of taxpayers' money: the only object of including the item was to render it part of a veto-proof package.

Both Presidential candidates would like to put an end to this nonsense by obtaining from Congress what is known as the "line-item veto" – that is, the right to veto one or more items in a bill without striking down the whole package. Since they have only said and they want this (though not very loudly) during the campaign, this is one measure for which either of them could in theory claim a mandate. Indeed some lawyers believe that the President already has such a right and suggest he should test this in the courts by simply doing it and then ordering officials to implement only those provisions of a given act that he has individually approved.

But such bold scenarios are greeted with a pitying shake of the head when one repeats them to knowledgeable staff members on Capitol Hill. No one imagines that either President Bush or the now highly improbable President Dukakis will choose to embark on a battle royal with Congress at the outset of his administration, still less that he will have the prestige and authority it would take to extract such a concession from Congress by consent. "If they wouldn't give it to Ronald Reagan, they certainly won't to George Bush," is a typical com-

ment. Only by working with Congress rather than against it will the new President have a chance of governing effectively. Paradoxically this may be a reason for preferring the Republican Bush and his team – old Washington hands familiar with Congress and for the most part well liked there – to the Democrat Dukakis who is confined to Massachusetts and who would be bound to bring in a whole lot of new and unfamiliar faces. Certainly a Dukakis administration would require a longer running-in period while his men learned the ropes – probably the main reason why Mr Bush would get the vote of several allied governments, for whom discontinuity between US administrations has been a severe irritant.

Such a discontinuity might be worth living with if Mr Dukakis promised a really creative change in US foreign policy. But he does so only in Latin America, and even there it is arguable that Mr James Baker, if as everyone expects he becomes Mr Bush's Secretary of State, would be better placed to convince the bankers that a solution to the debt problem more radical than the plan which bears his name is now an absolute necessity. Elsewhere Mr Dukakis's foreign policy "surrogates" (academics known to have influenced his thinking but not official spokesmen for his campaign) are if anything more reluctant than Mr Bush's to criticise the Reagan record.

Many who knew George Bush in

earlier incarnations say they find the strident right wing tone of his campaign hard to reconcile with the man they remember. And some who are close to him now claim, in private, that he is still much less "ideological" than Reagan as well as harder working and a better "team player". If so, perhaps it is just as well that he has avoided more specific commitments in his campaign, apparently getting away with the remarkable statement 10 days ago that "I am focusing on November 8, and I don't want to be dragged beyond that because things seem to be going well now."

Were it not for the ineffable Dan Quayle, who thinks Gorbachev is no different ideologically from "Breadwin or anybody else", one might perhaps persuade oneself that the Bush ticket is at least unlikely to bring any nasty surprises. But as for the hard decisions the next four years will actually require, and above all the inspiring leadership that will be needed to get them accepted by the American people and by America's allies and trading partners – that, it seems, is something the American political system is unable to deliver.

OBSERVER



"I'm in for life and I forgot to ask for Lester Piggott's autograph."

Lord Blake, the historian of the Tory Party, would disagree with that: fashions always change in the end.

So Semidat aims at bringing the intellectual dissidents together in a kind of popular front for when the time is ripe. The first edition is a bit tatty, articles by Margaret Drabble, Lord Young of Dartington (who drafted the Labour Party manifesto in 1945), Eric Hobsbawm (the historian who brought the revisionism into the Ministry of Defence). Pimlott says that he wants to keep such "famous and expensive writers" (who contribute for nothing) and mix them with the more "soberly earnest", including perhaps a few Tories.

Actually, the idea is much better than it sounds at first hearing. The thought is that, sooner or later, there will be a change in the intellectual climate and a reaction against everything associated with the present regime. Not even

might do even better if it were to capitalise on its title and distribute broadsheets around the universities whenever appropriate. Pimlott is thinking about it.

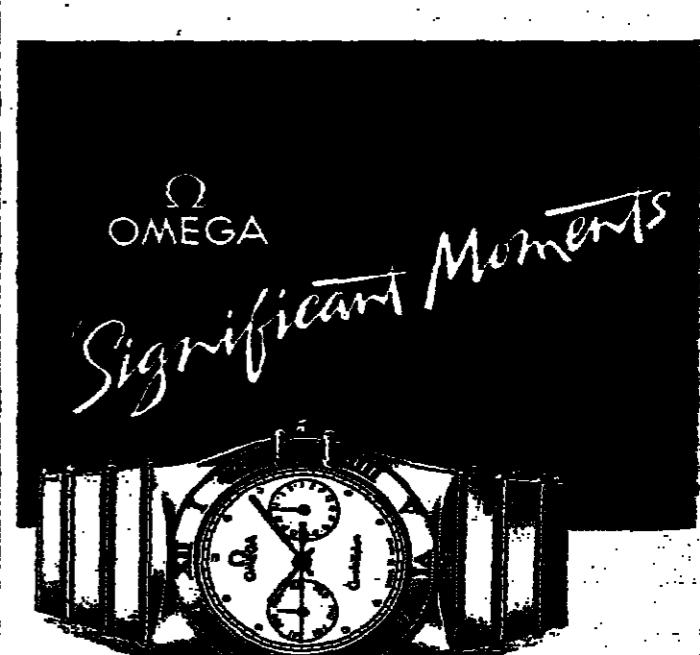
School sherry

■ Sir Philip de Zuniga, chairman of Tansu Consolidated Investments, is cementing a lifelong friendship with the Gonzalez family in his acceptance of a non-executive directorship of Gonzales, Byass (UK), part of the Spanish sherry group.

Zuniga, private secretary to Prime Minister Eden, Macmillan and Home, was at the same English school as Don Carlos Gonzalez, a director of the main board who has been appointed chairman of the UK operation. He will become one of three non-executive directors to join the British board of the Tio Pape producer; the others are Michael Cottrell, chairman of First Leisure Corporation, and Andrew Joines, a commercial lawyer who has acted as a consultant to Gonzales, Byass for a number of years.

The Gonzalez family bought out the 38 per cent equity stake held in Gonzales, Byass by the Byass family in April, thus ending a partnership between the Jerry-based Gonzalez family and the English Byass family that went back to the early 19th century. The English side of the business had favoured a takeover offer by Seagram, the Canadian drinks group; the Spaniards have now achieved their aim of reintroducing a British presence.

■ Yesterday's man
The Canadians can be quite sharp. Ask them what has happened to Ben Johnson and the reply comes: "You mean that Jamaican?"



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LETTERS

Policy towards debtor nations needs new thinking

From US Congressman John J. LaFalce

Sir, Your editorial "The Mexican dilemma" raises the right questions about the US Treasury Department's 11th hour rescue mission on behalf of our southern neighbour. As you suggest: "Far more serious thought is required about a long term programme for resolution (not management) of the debt problem."

Much of the intractability of the debt crisis stems from the manner in which we have chosen to frame the problem. In my opinion, we continue to perceive Mexico's economic difficulties as an on-going series of liquidity shortages. What is really have on our hands now is a long-term solvency problem - not just a short-term drop in foreign reserves.

Mexico has made tremendous strides in diversifying its export base away from oil related products. But despite this radical transformation of

its external sector, Mexico's trade surplus plunged 59 per cent in the first eight months of this year.

Thus, even with these positive efforts to liberalise and modernise its economy, this debt-burdened country is unable to withstand a substantial drop in oil prices. Counting on the heels of an increase in international interest rates and the devastation caused by Hurricane Gilbert, this decline in oil revenues has proved to be too much for Mexico.

There is something wrong when a patient, who has been dutifully following the doctor's orders, shows up at the medical emergency room in a critical condition. The same holds true for many other heavily indebted, middle-income countries as well.

We must develop a long-term debt strategy which enables

these countries to cope with changes in exogenous factors, such as fluctuations in the prices of commodities, interest rates and random natural disasters.

In the absence of new lending, the only way to build these critical "shock absorbers" into a developing economy is to lower the external debt service. This creates some degree of flexibility as to how financial resources are used.

The goal of any debt policy should be to restore debt-burdened nations to financial well-being. Creditworthiness is the key to accessing international capital markets and a resumption in voluntary commercial bank lending. The US Treasury's approach has only kept these countries with "begging bowls" in longer.

In this regard, the recently enacted Omnibus Trade Bill offers the next US Administra-

tion an opportunity to explore new options, in addition to current policy. A provision of that bill, which I authored, calls on the Treasury Department to study the feasibility of establishing a multilateral facility to help indebted countries reduce their debt.

As you rightly conclude, Washington should take a hard look at its overall debt policy, rather than continue to respond to the crisis of the hour. We need a long-term strategy based on the notion that debtor economies are insolvent, not just temporarily illiquid, and that these countries should be engaged in programmes which reduce the debt overhang, not increase it.

John J. LaFalce
*Small Business Committee,
US House of Representatives,
Washington, DC 20515, USA*

Turkish Cypriots have reason to doubt Greek Cypriot government

From Mr Tansel Fikri

Sir, Your article by Adriana Ierodiakonou (October 19) on the Cyprus settlement talks has been skilfully written from the Greek Cypriot point of view. Perhaps you will permit me to comment from the Turkish Cypriot viewpoint.

It is all very well for Mr Vasiliou, the Greek Cypriot leader, to talk of the principles of democratic government and human rights. Turkish Cypriots believe in these principles too, but their experience since 1963 has taught them that there is a big difference between what Greek Cypriots say and what they do.

'Misleading poppycock'

From Mr Brian Small

Sir, The *Guardian* Royal Exchange's full-page advertisement (FT, October 18), in referring to the 1987 stock market crash, argues that "in a fortnight, British industry took a battering. Over a quarter of its value was lost."

Charitably, this is misleading and one-sided; truthfully, it is poppycock. British industry did not change one iota, and a real sense of such magnitude could be inconceivable.

In practice, industry's capacity to make exports and to generate cash improved dramatically. In 1987, it is more competitive all round, and needs now to focus on the real challenge: recovering lost share in the world's market place.

If the insurance industry were to invest in improving market share, they might avoid losing "over £2bn of their share values" next time.

In answer to GRC's headline question, "1987 was a disastrous year. Wasn't it?" - No. Brian Small,
*Ingersoll Engineers,
Bourton Hall,
Bury, Warwickshire*



Something's got to give

From Mr Robert Garner

Sir, Mr James Ogilvy-Webb (Letters, October 20) states that he, like the Government (as described by Samuel Brittan, October 10) cannot distinguish between "genuine market forces" and "giving in to commercial pressure".

I absolutely agree that there is no difference - a factor which highlights perhaps the only important failing of a completely free market economy. Commercial considerations alone have no mechanism to include the social and environmental desirability or

Affairs found that: "There is little doubt that much of the violence which the Turkish Cypriots claim led to the total or partial destruction of 103 Turkish villages and the displacement of about a quarter of the total Turkish Cypriot population, was either directly inspired by, or certainly conceived at, by the Greek Cypriot leadership."

That is why the Turkish Cypriot leader, Rauf Denktas, insists upon safeguards which your reporter airy dismisses as "barriers and special provisions".

Our vision of the future for

Cyprus is very similar to Mrs Thatcher's vision for Europe, expressed in her speech at Bruges; that is, a future based on willing and active co-operation between political equals, each with its own customs, traditions and identity.

This will be very difficult to

achieve so long as the world unjustly recognises a wholly Greek Cypriot administration as the government of all Cyprus.

Tansel Fikri,
*London Representative, Turkish
Republic of Northern Cyprus,
25 Cockspur Street, SW1*

responsible for 80 per cent of total farm output - the 300 kibbutzim and 400 moshavim - has been sinking deeper and deeper into debt. These rural communities form part of the voluntary side of Hevrat Ha'ovdim, co-operatives in free association with the organisation.

Kupat Holim, the Histadrut's

sick fund to which three quarters of the population belongs, is in such a parlous

state that it is the party of

national development. "How

many factories has the Likud

built?" read one counter-blast.

The rest of the page was filled

with blank spaces. "We suffer

because our (Labour's) structure

is based on responsibility

for the entire society, including

its periphery," complained Mr Avraham Burg, a campaign

organiser. "If the economy is

on the edge of a recession and

Histadrut enterprises are in

difficulties, it's not our fault.

There is another address to

leave the bill."

True, up to a point. Under

the cautious hand of Likud

Finance Minister Moshe

Nissim, conservative economic

polices have been pursued

over the past two years,

exacerbating the latent prob-

lems of Hevrat Ha'ovdim. A

Andrew Whitley analyses a vital issue in Israel's election campaign: the performance of the country's collectively-owned enterprises

A few years ago, Mr Danny Rosolio, secretary-general of The Workers' Company, was musing over what lay behind the ailments beginning to plague a large chunk of the Israeli economy. "When we look at the history of the building of the Zionist society, and later the State of Israel, we see that a young people came to build a country, a homeland and state for the Jewish people, but Jewish capital did not come."

As you rightly conclude, Washington should take a hard look at its overall debt policy, rather than continue to respond to the crisis of the hour. We need a long-term strategy based on the notion that debtor economies are insolvent, not just temporarily illiquid, and that these countries should be engaged in programmes which reduce the debt overhang, not increase it.

John J. LaFalce
*Small Business Committee,
US House of Representatives,
Washington, DC 20515, USA*

Decline of a 'bolshevik economy'

lost a record \$253m in 1987. Hevrat Ha'ovdim this year endorsed an across-the-board 5 per cent pay cut. It did not interfere when Mr Benjamin Gaon, appointed as Koor's chief executive in April to rescue the company, went about his heretical policy of putting profits before jobs. Despite sometimes violent worker reaction, loss-making factories were closed or put up for sale, the group's workforce trimmed from 30,000 to 27,000. But the Histadrut insisted on extremely generous severance payments and other benefits for those laid off. It knew that to save the patient the surgery had to be drastic; to its leaders, however, the treatment is hard to accept. "What we face is a crisis of values," said Ms Sarah Silberstein, head of the Israeli Association of Social Workers. "We can buy cars from the US, but not a welfare system."

By every yardstick, the Israeli welfare state, the cherished dream of the early pioneers, is in decline. Neglect, Treasury cuts and changing demographics have all taken their toll. So, too, have the changes wrought in the Israeli political system over the decade since Mr Menachem Begin's Likud came to power, breaking Labour's (and thus the Histadrut's) grip on the levers of the state. By preventing the Histadrut from pouring half the proceeds of its wealthy pension funds into its own economic enterprises, diverting those funds into government bonds instead, the Likud struck a heavy blow in 1978 at Labour's economic foundations.

For the Histadrut, the onslaught this year against Kupat Holim, the sick fund, could prove fatal. It is the key link between the populace at large and the trade union federation; the collapse of Kupat Holim could undermine the rationales for continued Histadrut membership.

Labour's supporters are increasingly middle class and white collar workers. It is the Likud - populists in its economic ideology, rather than the convinced champion of free enterprise its election propaganda has tried to portray - which has inherited the urban working class. Yet, despite the changing socio-economic composition of its supporters, it is Labour which is compelled, out of necessity, to defend what remains of Israeli socialism.

"We can buy cars from the US, but not a welfare system"

responsible for 80 per cent of

the shakel's exchange rate at a time of 16 per cent annual inflation, a tour de force on government spending other than on its own payroll, and painfully high bank interest rates has effectively stopped the economy's "bolshevik economy".

Full-page advertisements have hammered home a similar point. "Look how much Labour plans to take from you if you give it your vote," read one banner headline, going on to list the debts of all the Hevrat Ha'ovdim companies, from Koor downwards. Another carried an enormous figure eight, representing the 8bn shekels (about \$8bn) which Likud claimed the electorate would have to fork up to cover the losses of "Labour factories".

Quite separately, the collective agricultural structure

is combination of the near-freeze of the shakel's exchange rate at a time of 16 per cent annual inflation, a tour de force on government spending other than on its own payroll, and painfully high bank interest rates has effectively stopped the economy's "bolshevik economy".

The Histadrut can also, justifiably, claim some credit for having acted responsibly lately towards its own enterprises and the national economy as a whole. It was the trade union leadership's willingness to compel its members - over 80 per cent of the labour force - to accept a swing cut of 25 per cent pay cut in mid 1986 which ensured the success of the government's economic recovery programme; it has also gone along with a successive whittling away of the cost-of-living adjustment index.

In the case of Koor, which

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Canon

Bush aides ponder handover

Transition could be trickier than expected, says Stewart Fleming

Many Americans who say they intend to vote for Vice-President George Bush in next month's presidential election justify their choice by saying that what they want is continuity.

If the unspoken assumption behind this preference is that a smooth transition from a Reagan to a Bush presidency is likely to be trouble-free, it is an assumption which does not seem to be shared by many of the people closest to Mr Bush himself.

Last week, Mr Richard Darman, who as Deputy Secretary of the Treasury under Mr James Baker helped to mastermind the devaluation of the dollar and the end of the era of floating exchange rates, lifted the veil on some of the thinking that is going on around Mr Bush about the magnitude of the challenge he faces should he emerge victorious on November 8.

"For the President-elect the challenge will be to instill a new sense of energy and vitality and creativity," he told an audience on Capitol Hill of former graduates of the John F. Kennedy School of Government at Harvard University.

This, he went on, is one of the functions of the historically difficult transition period between one administration and its successor.

But the transition from a Reagan presidency to a Bush presidency would be a "peculiar transition" quite unlike any other in modern times.

With commendable frankness, he went on to say that such a transition would be "much less naturally the [national] transition ritual of new birth" and more like a "second husband" problem.

Mr Darman made it clear that he was speaking about the transition period - the period between the election of a new president on November 8 and



Mr Reagan, left, and vice-president George Bush: Voters hoping for a continuity that may prove elusive

should be less severe, if only because there will be less ideological tension.

But that is not the end of the story. A new president can expect to appoint up to 6,000 new government officials, many of them at the most senior levels of the government. Most of these jobs are occupied by people who would expect to stay in office if their own party is returned to power.

Mr Bush, however, might not want to keep them all. The transition could thus begin with Mr Bush instantly alienating a lot of Republicans from their own new president.

These are people who will be alienated in some substantial measure if they are told that the source of change they are on the spot market, where consumers were anxious to buy oil at the lower prices.

There is more. Mr Bush will take office with Mr Reagan still around and still extraordinarily popular. The temptation to compare Mr Bush's first 100 days in office with his "honeymoon" period with Mr Reagan's ascent to power in 1980 with a mandate for sweeping change will be almost irresistible.

As Mr Darman pointed out, he will of course have some distinct advantages. Problems of trust between the "ins" on the way out of government and the "outs" on the way in

will be a very tough standard that the Vice-President will have to meet," says Mr Darman. When Mr Reagan came into office, the Senate came under Republican control too and a combination of his new mandate and a larger Republican minority in the House of Representatives coupled with a substantial block of conservative Democrats allowed him to act swiftly on his budget and tax policies.

Mr Bush, if he is elected, will almost certainly face a Senate and House controlled by the Democratic Party which will be in an ugly mood (indeed it already is), feeling that the slash-and-burn campaign tactics Mr Bush has used against his candidate, Michael Dukakis, deserve to be repaid in kind, especially because Mr Bush has, through his negative campaign, failed to build a mandate for action.

These challenges are not insurmountable. Indeed it is already evident that Mr Bush, recognising them, is planning to move quickly to appoint his top Cabinet officials if he wins on November 8. Mr Baker is hotly tipped for Secretary of State and former Senator John Tower for Defence Secretary, and Mr Darman himself (with rather less certainty) is frequently mentioned as the man likely to be given the hot seat at the Office of Management and Budget if he wants it.

Bush men are already in office at the Treasury (Mr Nicholas Brady), the Justice Department (Mr Richard Thornburgh) and the Education Department (Mr Lauro Cavazos).

There is a need for fast action... and there is probably a need in the period of transition to work on raising the president-elect's popularity, on the theory that it will be falling relatively rapidly, more rapidly than Ronald Reagan's," Mr Darman concluded.

There are people who will be alienated in some substantial measure if they are told that the source of change they are on the spot market, where consumers were anxious to buy oil at the lower prices.

Many buyers were caught by surprise when prices surged ahead of the joint meeting in Madrid of Opec's long-term strategy and price evolution committees.

A breakthrough at the meeting had been expected by some observers because of signs that Iran and Iraq were adopting a more conciliatory stance.

Iraq has for two years refused any quota below that of Iran - a demand which has been rejected firmly by Iran and some other Opec members.

Although the Madrid meeting produced no new agreement, it was widely seen as a positive step towards formulating a new production deal.

In the meantime Dr Subroto, the Opec secretary general, said Opec members had agreed not to increase output above current levels.

Oil prices slide after Opec talks fail to reach deal

By Steven Butler
In London

OIL PRICES fell sharply yesterday in response to the failure of eight oil ministers from the Organisation of Petroleum Exporting Countries (Opec) to agree on a new production-sharing formula at a weekend meeting in Madrid.

North Sea Brent crude was off by \$1 a barrel in Tokyo trading, while stocks jumped by a further 12 per cent. Of the rise in the Kraft price seems the less convincing: management talk of refinancing at \$110 a share sounds vague, and it is not easy to make the sums add up. The RJB contest, though, looks wholly serious. On one side stand the management and Shearson Lehman; on the other, Kohlberg, Kravis, Roberts - now established as the most acquisitive company in history - and a quite forbidding group of Wall Street investment houses.

The US bid scene is starting to induce a profound sense of unreality. Last week, offers were on the table valuing Kraft and RJB Nabisco at \$1bn and \$175m respectively. Yesterday morning, both stocks jumped by a further 12 per cent. Of the rise in the Kraft price seems the less convincing: management talk of refinancing at \$110 a share sounds vague, and it is not easy to make the sums add up. The RJB contest, though, looks wholly serious. On one side stand the management and Shearson Lehman; on the other, Kohlberg, Kravis, Roberts - now established as the most acquisitive company in history - and a quite forbidding group of Wall Street investment houses.

The plausibility of the offer for RJB also rests on its cash flow multiple. A striking effect of the onslaught of banking money on US equities is that the market now takes purely in banker's terms; forget asset value and p/e ratios, the only financial statement that matters is the source and application of funds. Whereas the cash flow multiple on earlier food deals like Beatrice and General Foods is in the 8 to 12 range, the deal proposed by Kraft management is closer to 20. But the latest offer for RJB is on a multiple of only 10, because tobacco cash flow comes cheap.

Traders said the tone of the oil markets remained bearish, although they were divided about how far prices would fall. Brisk buying interest was said to have emerged on the spot market, where consumers were anxious to buy oil at the lower prices.

Many buyers were caught by surprise when prices surged ahead of the joint meeting in Madrid of Opec's long-term strategy and price evolution committees.

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In the meantime Dr Subroto, the Opec secretary general, said Opec members had agreed not to increase output above current levels.

Gorbachev firm over W Berlin

Continued from Page 1

agreed on the need for a rapid start to negotiations on conventional arms cuts in Europe. But differing views on the current imbalance were vigorously restated.

Chancellor Kohl also appealed to the Soviet Union to reduce at least part of its superiority in short-range nuclear missiles aimed at the Federal Republic.

Earlier in bilateral talks, Mr Rupert Scholz, the West German Defence Minister, reminded Gen Dmitri Yazov, his Soviet counterpart that the Warsaw Pact had 32,000 more tanks in central Europe than Nato. Gen Yazov insisted that conventional forces overall were in rough balance, if Nato superiority in fighter aircraft and naval forces were taken into account.

However Mr Gorbachev himself underlined the Soviet sense of urgency in getting on with conventional arms cuts.

The key skill lies in helping customers find optimum solutions to the basic problems of providing seals for gases and liquids in a variety of applications. These include seals in rotating equipment like pumps or compressors, valves, automotive water pumps and the stern shafts of ships belonging to most of the world's navies.

Increasing market share

With a customer base already approaching 100,000 in 108 countries worldwide, and including many main pump and compressor manufacturers, Crane supplies over 100,000 different products. More than half the business is based on after-market servicing to a wide variety of industries from oil and chemical to pulp and paper, from pharmaceutical to power generation, resulting in a strong regional and long-term business.

But the company is aiming for an even greater market share.

It is continually improving its technical applications, service and back-up, and is making a major investment in people, plant and computerisation (for management, ordering, stock management and computer-aided design). Facilities have now been upgraded in a dozen countries in all the major continents including a new 1990s factory in Slough.

THE TEN COLUMN

A land where cash flow is king

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The RJB contest, though, looks wholly serious. On one side stand the management and Shearson Lehman; on the other, Kohlberg, Kravis, Roberts - now established as the most acquisitive company in history - and a quite forbidding group of Wall Street investment houses.

The split of profits illustrates the reasons for concern. Ten years ago, the UK automotive operations were almost Lucas's undoing. Last year, driven on by the boom in car sales, they provided most of the increase at the operating level. There is no doubt that the car market is due for a downturn; the bullish argument says that diversification is there to take up the slack this time, and that within its products for the car market, the high technology and added value content is much increased. But the market is still grumbling that the March rights issue - which will seriously dent growth in earnings per share this year

looks as unnecessary now as it did then.

Operations and the aerospace and industrial divisions, but the main still seems to lack conviction that the company has changed its spots. Automotive and industrial sales now account for 36 per cent of sales compared with 26 per cent five years ago, but profit forecasts of £185m for the current year have the shares on a multiple of less than 8 - a figure that would be lower still were it not for a renewed outburst of bid speculation over the last few weeks.

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looks as unnecessary now as it did then.

Telephone Rentals

Cable and Wireless is going to have to pay more for Telephone Rentals. The only question is whether it is going to be a lot more, or whether an extra 30p per share will clinch it. If TR was resting its defence purely on its future growth prospects, then a prospective exit multiple of about 18 times earnings does not look unattractive, especially given its recent lacklustre record. Admittedly, its interim pre-tax profits would have been up by 26 per cent if the Canadian losses are stripped out; but even though TR's profit growth now seems set to accelerate, its shares would not be commanding such a heavy premium to the market if there was not a bid on the table.

TR's real defence rests on the fact that it is the only sizeable independent company of its kind left in the industry. If Mercury is to be a real threat to BT across the whole country - rather than just in a few places like the City - C and W will need TR. It is in its own interests to secure a swift solution; if a rival bidder were to emerge on the stage it would have to pay far more than 35p a share.

Oil price

The oil market is in no mood for subtleties at the moment. A month ago it thought Opec had lost its grip entirely, last week it was confidently expecting agreement on quotas from the Madrid meeting, and now all looks black again. But underneath the drama of unreality

start to next year.

Lucas Industries

Lucas bought or sold £100m worth of businesses last year in an attempt to improve the balance between its automotive

John Crane - world leader in mechanical seals

Continued from Page 1

Little more than a year since the acquisition of John Crane USA by TI, John Crane International has a turnover of £200m and is enjoying very healthy growth under the direction of Mark Radcliffe.

Today, John Crane is a truly worldwide business, with profit centres in the US, Europe and the Far East. It is the undisputed world leader in mechanical seals, in particular ensuring firm order books for years ahead.

A vital business

John Crane's expertise is in specialised engineering providing seals which are products of critical importance in a wide range of industries. The company offers an unrivalled level of on-site technical knowledge and manufacturing back-up, and its leadership position, in Mark Radcliffe's own words, is:

"manifested by the unique international capability of approximately 1,000 sales and applications engineers deployed worldwide, backing up the Crane product line."

The key skill lies in helping customers find optimum solutions to the basic problems of providing seals for gases and liquids in a variety of applications. These include seals in rotating equipment like pumps or compressors, valves, automotive water pumps and the stern shafts of ships belonging to most of the world's navies.

Increasing market share

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It is continually improving its technical applications, service and back-up, and is making a major investment in people, plant and computerisation (for management, ordering, stock management and computer-aided design). Facilities have now been upgraded in a dozen countries in all the major continents including a new 1990s factory in Slough.

Mark Radcliffe, Director, TI Group plc & President & Managing Director, John Crane International

Further growth is also coming from new markets - a prime example being a gas seal for compressors launched recently.

This provides substantial benefits in terms of critical cost and maintenance by eliminating lubrication needs. The seal is commonly used in applications ranging from pipelines to offshore oil rigs.

People - the single most essential element

Providing knowledge and selling this kind of service means that John Crane is primarily a people business. The company believes one of its strongest skills lies in achieving a balance between young, fresh talent and experienced management. Following the unification of John Crane Inc. and John Crane UK in 1987, Mark Radcliffe and his management team have demonstrated their ability to conceive and implement a highly successful international growth strategy for the business.

It all adds up to a company which fits perfectly into the STI strategy of concentrating on specialised engineering businesses able to command positions of sustainable technological and global market share leadership.

THE WORLD OF TI

John Crane - world leader in mechanical seals

WORLD WEATHER

Battle for Nabisco

Continued from Page 1

1989 forecast was now too pessimistic.

The surprisingly sharp 5.5 per cent increase in investment forecast by the institutes for the current year will slacken in 1989, but it is still likely to rise by 3.5 per cent.

Private consumption is expected to increase by 3 per cent this year and 2 per cent next, and both exports and imports are forecast to rise 4 per cent in 1989 after rising 5 per cent and 6.5 per cent respectively this year. Consumer prices are expected to rise 1.5 per cent this year and by 2.5 per cent in 1989.

In spite of this, the institutes still expect the slow rise in unemployment. They expect about 100,000 jobs to be created next year, but with 200,000 new job-seekers, that will push unemployment to 2.3m or 9.1 per cent up from 9 per cent this year.

To help remove structural obstacles to faster growth the EMS.

not clear why Mr Johnson chose to work on the management's own deal with Shearson Lehman, a company with relatively little experience with leveraged buy-outs.

RJR stock, which was trading in the mid-\$60s before the management offer last Thursday, soared to a further \$8 to \$8.50 in early trading yesterday. This is well short of the Kohlberg Kravis offer. Arbitrageurs or professional takeover speculators explained yesterday that the transaction was already so large and risky that the market is unwilling to speculate on higher offers.



FINANCIAL TIMES COMPANIES & MARKETS

Tuesday October 25 1988

IVECO
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INSIDE

Golden year ahead for Western Mining

Western Mining, Australia's biggest mining group, took advantage of a golden opportunity when it recently acquired four mining companies in North America for A\$500m (US\$411m). The group is now on course to produce about 1m troy ounces of gold in the current financial year, more than double the 441,000 oz achieved in the 12 months to last June; to achieve this 180,000 oz and 200,000 oz of the total will come from its new acquisitions. Page 31

Turkish farming at crossroads

Turgut Ozal (left), Turkish Prime Minister, is preoccupied with a growing crisis in the domestic economy, which is heavily dependent on agriculture. Membership of the European Community would greatly affect Turkey, where 80 per cent of the agricultural outputs are less than two acres. Moslem-inspired laws on property inheritance are partly to blame for the fragmented state of Turkish farming. David Richardson looks at some of the challenges that lie ahead. Page 48

Putting together the pieces of Japan's financial jigsaw

Money market reforms announced by the Bank of Japan last week, aimed at reinforcing the central bank's control over interest rates, could eventually lead to the development of fully-fledged short-term money markets, one of the most significant missing pieces in the jigsaw of Japanese financial deregulation. Page 33

Asko grows at a capital rate

Asko, fast-expanding discount retailer, has grown from a regional co-operative into one of Germany's biggest stores groups in less than a decade.

According to Helmut Wagner, Asko's ablest chief executive, the plan would give Kraft shareholders a package of cash and securities worth more than \$110 a share, compared with the \$90

shareholders have got a lot more company for their money. But they have also had to pay for it. The ambitious German company has just announced its third call on shareholders in as many years. Halig Simonian looks at how Asko has distributed the capital. Page 30

Tracking Tokyo in London

Like the servants of royalty, the ISE/Nikkei 50 Index follows its master's few discreet steps behind. This index of 50 blue-chip Japanese equities traded in London and Tokyo has had tethers problems in its first four months of life — such as an inexplicable opening discrepancy of 3 points regardless of market conditions — but it has highlighted the importance of London as the prime market for Japanese equities traded outside Japan. Page 52

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Bayreuth	378	Kao	21
Feile	22	Kraft	22
General	549	LIT Holdings	22
Volkswagen	300	Leigh Interest	22
Stevens	4772	Lucas Industries	22
SHANGHAI (Yuan)	22	McKeechnie	22
Asko	571	Mowat Group	22
Kraft	1022	Newtarnation	22
RJR Nabisco	654	Northtelle Telecom	22
W. Paet-Popp	99	Perfume	22
Perfume	22	Racial Telecom	22
Atlantic Rich.	92	Royal Bank Scotland	22
Federal Express	484	Royal Trust Govt	22
PARIS (FFP)	22	SAP	22
Philips	763	Scottish & Newcastle	22
Siemens	22	Shaw & Lehman	22
		Tesco	22
		Texas Homecare	22
		Thomas-CSP	22
		Tottenham (G W)	22
		Union Carbide	22
		West Point Pepperell	22
		Western Mining	21
London prices at 12.30			
London (Pounds)			
Alcan	22	Enterprise Oil	579
Bayreuth	378	Land Sec.	571
Feile	22	Lloyd's Bank	330
General	549	LASMO	504
Volkswagen	300	Leigh	504
Stevens	4772	Lucas	504
SHANGHAI (Yuan)	22	McKeechnie	503
Asko	571	Mowat	502
Kraft	1022	Newtarnation	502
RJR Nabisco	654	Northtelle	502
W. Paet-Popp	99	Perfume	502
Perfume	22	Racial	502
Atlantic Rich.	92	Royal Bank	502
Federal Express	484	Royal Trust	502
PARIS (FFP)	22	SAP	502
Philips	763	Scottish & Newcastle	502
Siemens	22	Shaw & Lehman	502
		Tesco	502
		Texas Homecare	502
		Thomas-CSP	502
		Tottenham (G W)	502
		Union Carbide	502
		West Point Pepperell	502
		Western Mining	502

Maytag in \$1bn Chicago Pacific bid

By Robert Vincent in New York

Maytag, the leading US home appliance maker, yesterday made an agreed cash and shares takeover bid for Chicago Pacific, the maker of Hoover vacuum cleaners and white goods, worth around \$1bn.

The deal, which will create a group with sales of more than \$1bn a year, is in line with the trend towards consolidation at a national and international level, in the home appliance industry.

Maytag, which produces a range of white goods and other household appliances similar to those of Chicago Pacific, said the agreement was a "significant milestone".

It added that the move would help it achieve its long-term strategy of becoming "global

leader in the major appliance field. Well over half of Hoover's revenues come from abroad so it will prove a key element in the strategy.

The deal involves Maytag making a \$60 per share cash offer for about 49 per cent of Chicago Pacific's stock. When the deal is completed, Chicago will be merged with Maytag.

Each remaining Chicago Pacific stock will then be converted into Maytag shares through a formula which is designed to provide \$60 of Maytag stock for each Chicago Pacific share.

Chicago Pacific said it has granted Maytag an option to buy 25 per cent of its shares for \$60 a share.

The news of the merger lifted Chicago Pacific's shares by 12% to \$77 while Maytag declined by 3% to \$24. One analyst described \$60 as a "very good price".

Chicago Pacific, which was founded in 1934 as a successor to the Chicago, Rock Island and Pacific Railroad, said the agreement was "a good marriage of leading brands".

It added that the merger would offer opportunities for combining technologies, marketing and manufacturing. Its sales in 1987 were \$1.1bn.

Hoover has 12 plants in eight countries which produce a wide range of products from washers to microwaves. About 65 per cent of its group revenues are generated overseas, including

Britain, Continental Europe and Australia.

Earlier this year the group sold its Rowenta subsidiary of West Germany for \$170m in cash and the assumption of \$85m in debt. This money was used partly to reduce the company's debt.

Maytag has been restructuring its operations since its \$750m merger in 1986 with the larger Magic Chef group which produced a range of products from dishwashers to air conditioning units.

The group, which also produces soft drink vending machines, added that its domestic appliance business would be expanded to include Hoover floor care products which is a new market for the group.

Daimler-Benz to be split into three divisions

By Halig Simonian in Frankfurt

DAIMLER-BENZ, the West German motor, electronics and aerospace group, is planning to introduce a revised corporate structure to cater for its rapid expansion beyond the traditional car and trucks business in recent years.

The move, which has been widely expected, involves splitting the group into at least three separate product-oriented subsidiaries. Above them will be Daimler-Benz itself, which will guide and co-ordinate policy, as well as being responsible for "an optimal provision of resources" within the new group structure, it said.

The reason for the restructuring was to strengthen the unity of the company as it evolved into a technology concern, a spokesman said. He gave no details on the timing of the changes or how the responsibilities of different board members might change.

According to plans accepted by leading executives last weekend, but which still have to be approved by Daimler-Benz's supervisory board, the group will split into three parts:

• Mercedes-Benz, with responsibility for passenger vehicles and trucks, probably to be headed by Mr Werner Niefer, Daimler-Benz's deputy chief executive.

However, he said that Philip Morris had been told its \$60-a-share bid was clearly inadequate and had failed to come back with a higher bid at a "realistic" price.

Lex, Page 26

Kraft recapitalises to fend off Morris bid

By Anatole Kafetzky in New York

Kraft, the largest independent US food company, said yesterday it was developing a big leveraged recapitalisation plan to fend off the \$1.1bn bid it received last week.

In announcing the package, Mr Richman said that details of the plan were still under discussion with Goldman Sachs, the company's investment bankers, he gave the following outline of his proposals:

The company proposes to raise \$100m of new bank and junk bond borrowings in order to distribute most of its present equity to shareholders in a one-time cash payment of \$34 a share.

Each shareholder would also receive high-yield debentures with a market value of around \$14 a piece.

The shareholders would then retain an equity stake in

the company, which would be worth around \$12 a share after the recapitalisation, Mr Richman said.

Adding the company's current debt to the new junk bond issues and bank borrowings would result in a total debt burden of around \$12.4bn.

"Herculean efforts" would be required to service these obligations and make the recapitalisation a success, he added.

Mr Richman implied strongly that he did not personally favour the extreme leveraging of the company.

"We know that our shareholders, employees, suppliers and communities recognise

that today's situation is not of our making. Rather it is the product of current era investment policies, and financial attitudes that favour short-term financial gratification over steady long-term growth and the need to provide a sound economy for future generations."

He added that the board would consider any alternative offer that might be more valuable to Kraft shareholders.

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"We know that our shareholders

INTERNATIONAL COMPANIES AND FINANCE

Chemical operations help Exxon advance by 15%

By James Buchan in New York

EXXON, the world's largest oil company, yesterday reported a 15 per cent rise in earnings for the third quarter as improved results from refining and chemicals operations made up for weak profits from production.

The Exxon announcement was mirrored in other oil company results, with Arco also up 24 per cent over the 1987 September quarter and Ashland up 55 per cent. Last week, Amoco reported a third-quarter result up 34 per cent.

During the quarter, the weak oil price held back production profits but provided good margins downstream as prices for gasoline and chemicals proved more robust.

The companies weighted in the downstream sector, such as the Kentucky refiner, Ashland, showed the best improvement. Exxon said yesterday that its third-quarter earnings rose 15 per cent to \$1.22bn on more or less unchanged revenues of \$21.85bn. Earnings per share rose a more robust 24 per cent to 93 cents, because the company has been buying in

shares to compensate stockholders for the poor business conditions.

In exploration and production, the 25 per cent drop in average per-barrel prices cut Exxon's earnings in half, from \$3.75m to \$4.75m.

In contrast, refining and marketing showed a strong gain from \$457m to \$537m, thanks to better profit margins and 4 per cent increase in sales volumes.

Chemicals remained the strongest business, with an increase from \$1.92m to \$3.44m on an 8 per cent increase in sales volumes.

In the nine months to September, Exxon reported an 18 per cent increase in net income to \$3.88m on a 6 per cent rise in revenues to \$35.52m. Per-share earnings rose 25 per cent to \$2.59, thanks to a 7 per cent reduction in Exxon's shares outstanding.

Arco, which is based in Los Angeles, said its earnings in the third quarter rose 24 per cent to \$1.90m or \$2.17 a share, up 5 per cent in revenue to \$17.9bn.

Prices year-on-year hit Arco's high-cost Alaskan production, with earnings tumbling from \$3.65m in the 1987 third quarter to \$80m. But earnings from refining and marketing rose from \$30m to \$121m and petrochemical profits rose from \$23m to \$156m.

At the nine-month stage, Arco was 35 per cent ahead at \$1.19m or \$6.56 a share on an 11 per cent rise in revenues to \$13.8m.

Ashland said its net income for its fourth quarter to September rose 55 per cent before special items to \$86m or \$1.11 a share. Sales were little changed at \$2.2bn. For the year, Ashland's net income rose 77 per cent before unusual items to \$1.84m or \$3.29 a share on a 17 per cent rise in revenues to \$2.52m.

Amoco reported last week that earnings rose 34 per cent to \$532m or \$2.15 a share on all but unchanged revenues of \$35.5m. Earnings at the nine-month stage were up 72 per cent to \$1.90m or \$6.56 on a 7 per cent rise in revenues to \$17.9bn.

Strong recovery at Union Carbide

By Anatole Kaletsky in New York

UNION CARBIDE, the big US chemicals group which has undergone several financial restructuring since its privatisation four years ago in the Bhopal disaster, announced a 168 per cent jump in profits in the third quarter.

The company made \$213m or \$1.56 a share, compared with \$74m or \$57 cents in the third quarter of 1987.

Ashland said its net income for its fourth quarter to September rose 55 per cent before special items to \$86m or \$1.11 a share. Sales were little changed at \$2.2bn. For the year, Ashland's net income rose 77 per cent before unusual items to \$1.84m or \$3.29 a share on a 17 per cent rise in revenues to \$2.52m.

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The chairman, Mr Robert Kennedy, said an "exceptional" performance in chemicals and plastics was the most important factor in the very strong results. Expenses excluding depreciation increased by only 16 per cent to \$1.4bn, while depreciation was announced late last month.

For the first nine months of the year, earnings rose by 140 per cent to \$501m, sales advanced by 22 per cent to \$31.15bn. The cost of sales increased by 18 per cent to \$4.1bn, while research and development and depreciation were both roughly unchanged.

Downturn at Nortel

By David Owen in Toronto

NORTHERN TELECOM, the big Canadian telecommunications company, reports disappointing third-quarter earnings of US\$861.1m or 23 cents a share - a decline of nearly 14 per cent from the US\$969.5m or 28 cents recorded in the corresponding year-earlier period.

Revenues were US\$41.23bn, up from US\$31.15bn in 1987.

Nortel's nine-month income totalled US\$200.7m or 79 cents a share, versus US\$267.2m or 82 cents, on revenues of US\$3.82bn, against US\$3.55bn a year earlier.

however, sold off several pieces of Stevens to reduce its debt and meet anti-trust provisions, but it held on to the cream of the acquired assets.

Farley's offer for Pepperell whose sales topped \$1.7bn last year, is dependent upon it circumventing state anti-trust laws and the bid defences put in place by Pepperell.

Mr Farley in a letter to Pepperell said that he was convinced the two would make "a great team."

He underlined the strength of Fruit of the Loom. Its sales this year would, he said, be more than \$1bn, against \$74m in 1985, and operating margins were among the highest in US manufacturing.

This is by no means the first time Farley has been on the acquisition trail. Its largest in recent years was the \$1bn leveraged buyout of Northwest Industries in 1985, most of which was sold off.

The unsolicited offer comes only six months after Pepperell bought J.P. Stevens, one of the biggest and best known companies in the industry, for \$1.2bn.

The acquisition left Pepperell with close to \$1bn in debt, and in the May quarter its net earnings per share fell to 25 cents from 38 cents last time as the group digested the new acquisition.

Some analysts felt that the fact that Pepperell was so highly leveraged would prove a bid repellent. Pepperell has,

which was sold off.

This announcement appears as a matter of record only.

September 1988

CGE buys 9% stake in SocGen

By George Graham in Paris

MR GEORGES PEBEREAU, the former chairman of France's Compagnie Générale d'Électricité, has declared a 9.16 per cent stake in Société Générale, the bank which was privatised last June and whose shares have been under heavy buying pressure in the last week.

Marcean Investissements, Mr PeberEAU's holding company which regroups a number of leading French institutions among its shareholders, announced a 168 per cent jump in profits in the third quarter.

The company made \$213m or \$1.56 a share, compared with \$74m or \$57 cents in the third quarter of 1987. The fully diluted earnings, assuming the conversion of convertible debentures, were \$1.49 a share, 171 per cent on a year earlier.

The company's quarterly sales increased by 22 per cent to \$2.1bn, with all three of the main divisions - chemicals and plastics, industrial gases, and carbon products - reporting higher sales.

The chairman, Mr Robert Kennedy, said an "exceptional" performance in chemicals and plastics was the most important factor in the very strong results. Expenses excluding depreciation increased by only 16 per cent to \$1.4bn, while depreciation was announced late last month.

For the first nine months of the year, earnings rose by 140 per cent to \$501m, sales advanced by 22 per cent to \$31.15bn. The cost of sales increased by 18 per cent to \$4.1bn, while research and development and depreciation were both roughly unchanged.

Excluding this charge, net earnings in the 1988 quarter would have been \$97.1m or 79 cents a share. This compares with profits in the third quarter of 1987 of \$143.6m or \$1.18 a share.

In contrast, consumer products in the latest quarter of 1988 rose 6 per cent to \$1.17bn, despite lower US sales of the company's Tagamet anti-ulcer drug and its Dyazide anti-hypertension drug.

Mr Henry Wendt, chairman and chief executive, said:

had since taken its holding in France's fourth largest bank up to nearly 3 per cent over the summer.

Speculation has been rife that Mr PeberEAU, who was named as chairman of CGE by the last socialist Government and then sacked by the right, was intended by the new left-wing Government of Mr Michel Rocard to play the role of counterweight to Mr Balladur's hard core, as Mr André Rousselet of Canal Plus did last month with Havas, the privatised advertising group.

The Caisse des Dépôts, the state financial institution which also played a role in redistributing control of Havas, has also been building positions in two other privatised groups, Paribas and the Crédit Commercial de France. Mr PeberEAU has also been building positions in the three state insurance groups, UAP, AGF and GAN.

At current prices, Marcean's stake in Société Générale is valued at nearly FF130m.

be the true target of the operation.

It is by no means clear, however, that Mr PeberEAU's aim is in fact political rather than financial.

Société Générale has said it does not fear any bid for control, since its hard core, subsidiaries, employees and other "friends" together control over 50 per cent of its shares, and many more are held by long term clients of the bank. The hard core, however, numbers not only Marcean but also Crédit Commercial de France, Mr PeberEAU's shareholders, as well as the three state insurance groups, UAP, AGF and GAN.

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Record quarter at Inco

By Kenneth Gooding, Mining Correspondent

INCO, the Canadian group which, as the world's largest nickel producer, has been benefiting from high base metal prices, yesterday reported a third consecutive record for quarterly earnings.

The biggest jump in sales came at the company's Bio-Science Laboratories division, where revenues grew 76 per cent to \$157.7m. This largely reflects the acquisition earlier this year of International Clinical Laboratories.

For the first nine months of 1988, the company's net earnings were \$62.2m or 56 cents a share, against \$42.6m or \$36. Sales rose from \$3.13bn to \$3.47bn.

October's stock market crash but few have made substantial progress in cutting costs to reflect sharp declines in commission revenues.

There are widespread expectations that other securities houses will announce lay-offs during the next few weeks to pre-empt the annual bonus payments season in December.

At Primerica, the US financial services group, says Mr Frank Zarb, now a senior partner at Lazard Frères, has been named chairman and chief executive officer of Primerica's Smith Barney subsidiary, to replace Smith Barney's president, Mr George Vonder Linden, who will continue as consultant to the management group at Smith Barney.

Inco realised an average of \$5.50 a lb for nickel in the third quarter and \$4.72 a lb in the nine months, compared with \$2.16 a lb and \$4.96 a share against \$50.2m and 39 cents a share.

In the first nine months, the company generated an internal cash surplus of \$619m, of which \$55m was used to redeem preferred shares and \$157m to repay debt. Inco said that at September 30 it had \$477 in cash and marketable securities, an increase of \$30m from June 30, and total debt had been cut to \$721m.

Inco recently announced a recapitalisation plan to be completed by the year-end if shareholders approve. It includes the distribution to shareholders of more than \$1bn in cash (as a \$1.60 a share dividend) plus "poison pills" provisions designed to protect the company from a takeover without an offer to all shareholders.

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The group's nickel stocks were reduced from 52m lbs at June 30 to 50m lbs by end-September following deliveries of 300,000 lbs of the metal in the nine months.

The Compaq profit jumps by 60%

By Louise Kehoe

COMPAQ COMPUTER, the US personal computer manufacturer, boosted sales and earnings by almost 60 per cent in the third quarter as US demand for high-performance desktop computers continues to rise.

Net income for the period rose to \$58m from \$38m in the same period last year. Earnings per share were \$1.40, compared with 94 cents.

Sales for the third quarter were \$922m, up from \$533m in the third quarter of 1987.

For the nine-month period, net income was \$163m or \$4.06 per share, compared with \$87m, or \$2.29 in the first nine months of 1987. Sales were \$2.4bn, compared with \$1.62m in the corresponding period last year.

The third-quarter performance is noteworthy considering that the third quarter is traditionally affected by seasonally lower sales in Europe and the US," said Mr Rod Cannon, president and chief executive.

No financial details of the agreement were revealed.

Shearson plans 1,000 lay-offs

By Janet Bush in New York

SEARHON LEHMAN Hutton, the Wall Street securities house 60 per cent owned by American Express, said it plans to lay off about 1,000 of its 41,900-strong staff over nine months.

This hefty increase in the company's expenses partly reflects the costs of its merger with E.F. Hutton which has now been substantially completed. Mr Cohen said last week that the company had realised its cost-cutting goals related to the merger but would continue efforts to reduce company-wide operating expenses in view of current business conditions.

The Shearson announcement came as "lunatics started to talk about a second wave of redundancies on Wall Street. Many brokerages announced large-scale lay-offs in the immediate aftermath of last

quarter of 1987, to \$8m while expenses jumped by 60 per cent to \$7.45bn in the first nine months of 1988.

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“What does finding the right price mean if it isn’t the right thing to do?”

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right move today.



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October 1988

CIMENTS
FRANCAIS
GROUP

1st Semester Consolidated Results

The Board of Directors of CIMENT FRANCAIS met on September 23, 1988 and examined the accounts as of June 30 as well as the forecast for the rest of the year.

The Group key figures for the 1st semester 1988 are as follows:

	1988	1987	Change
	1st semester	1st semester	%
(In FF millions)			
Sales	4,317	3,767	+15
Net income comprising Group income	305	179	+70
Cash flow	289	167	+73
	653	514	+27

These performances result from the favourable weather conditions encountered in France at the beginning of 1988, as well as the sustained activity which prevailed on domestic and foreign markets. The Group's various activities (cement, aggregates, ready-mixed concrete and construction materials) recorded satisfactory levels of industrial and commercial performances. Financial expenditure remained constant.

Exceptional items and provisions remained at their 1987 1st semester level, thus accounting for the F.305 million consolidated net income and F.653 million Group Cash Flow.

Consolidated net income for 1988 should be in the range of F.750 million.

Société des CIMENT FRANCAIS is a leading international producer and supplier of cement, aggregates, ready-mixed concrete, construction materials for construction markets. It is the parent company of a Group which employs over 9,000 people in France, the United States, and Canada, Spain, Luxembourg and Morocco.

Over the recent years, the Group has significantly expanded its international base through an active policy of acquisitions. In 1986 the Group reinforced the position held in North America - through its wholly-owned subsidiary Coplay Cement - with the acquisition of a 100% holding in Lake Ontario Cement; the interest held in North America has been merged into Eurocem, the Group holding company in the United States.

In spring 1987, Société des Ciments Français took a 25% stake in Cementos Molinos, a Spanish company with operations in Northeastern Spain. Early in 1988 the two companies took an equal stake in Promsa, a Spanish company formed to further develop their joint positions in Spain. Within a few months the additional sales generated by Promsa amounted to approximately F.500 million (over 12 months).

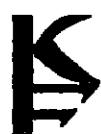
In January of this year, a cooperation agreement was signed in Portugal with Cimpor, a state-owned company and the leading cement producer on its domestic market.

The French market is also an integral part of the Group growth strategy: substantial investments were made in the cement-related business recently.

For further information, contact our Head Office: SCF Tour Générale

- cedex 22 92088 PARIS La Défense. Tel: (33.1) 42 91 75 22.

Copies of 1987 Annual Report will be sent to you free of charge upon request.

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INTERNATIONAL COMPANIES AND FINANCE

Asko's capital call raises some eyebrows

Haig Simonian on the response to another rights issue from a German retail group

Some companies might have wondered whether they were trying shareholders' patience a little too far by announcing three rights issues in as many years.

Not so Asko, the fast-expanding discount retailer which has grown from a regional co-operative into one of Germany's biggest stores groups in less than a decade. Earlier this month it announced a DM87m (\$483m) rights issue, its third call on shareholders since 1986 and one of the biggest corporate capital raisings in West Germany.

But the move does not seem to have gone down well with some shareholders. Last week, Deutsche Bank, which is leading the rights issue, announced that it was placing 300,000 of the new shares in the market.

Certain unnamed "large investors" had turned down their rights, and their shares were to be placed instead. The news sent Asko's share price plummeting. By all accounts, the bank was not well pleased.

Asko's growth has certainly been spectacular. Sales this year are likely to hit DM15bn, from DM10.1bn last year, while after-tax profits should reach between DM120m and DM130m against DM85m in 1987. Dividends have risen virtually as fast, and will reach DM15 for each ordinary share this year from DM10 in 1986.

Such hard facts make it difficult to disagree with Mr Helmut Wagner, Asko's ebullient chief executive, when he says that shareholders have got a lot more company for their money. However, they have also had to pay for it. In late 1986 Asko made a DM27m rights issue, followed by a deep-discount issue in 1987 which brought it in a further DM17m. Now it wants more.

Admittedly, the second transaction, where new shares were priced at just DM150 against a stock market quote of DM1,930, was a "bonbon" rewarding shareholders for their allegiance, says Mr Horst Weber, Asko's finance director. After dropping sharply following the crash, the share price on the increased capital had stabilised at just over DM1,000 before the latest rights deal against a closing price of DM82 in Frankfurt yesterday.

The scheme was devised in Asko's early days to protect it from takeover, says Mr Weber. Since then, it has proved a

Most of Asko's extraordinary growth has come through acquisition, explaining its regular calls for capital. The company has spent some DM1.5bn since 1985. Among its string of purchases have been Schäfer, a leading stores group in which it has steadily built up a majority stake, and Massa, a pioneering discounting concern in which it now holds just under 50 per cent of the shares.

However, some DM500m of the spending has been bunched up in the past few months. Regulatory approval for Asko to raise its stake in Massa from 24.9 per cent came quicker than many expected, while in July, Asko took up its full entitlement in Massa's DM20m rights issue.

Full control of Schäfer has also come faster than many thought. According to the original deal hammered out with the Leiblbrand family, Schäfer's owners, Asko had the option to buy out their remaining 20 per cent stake by 1990. However, Schäfer's high profitability spurred it to seek an earlier settlement, says Mr Weber, albeit at the cost of higher borrowing.

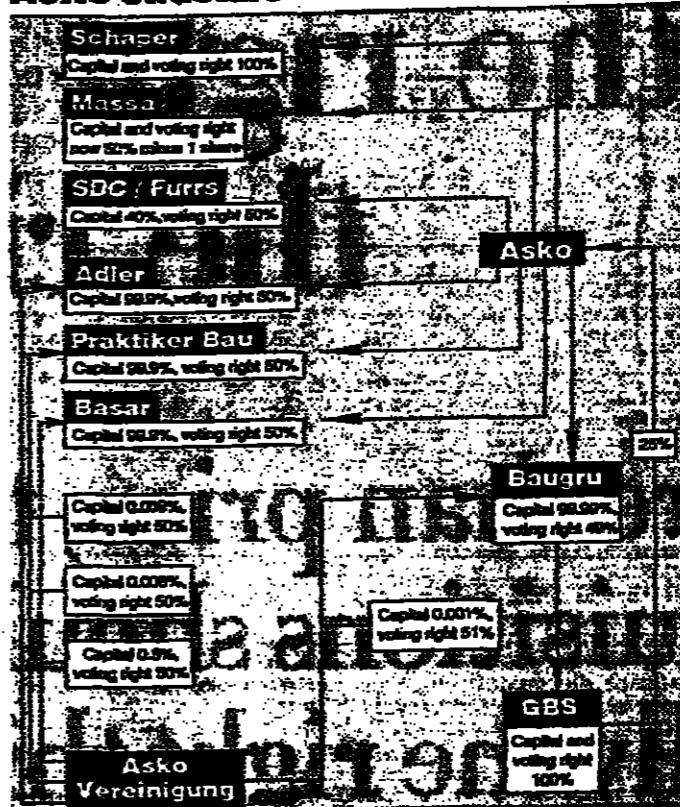
Asko now owes some DM1.2bn to its banks. Mr Weber expects borrowing to drop to DM450m by the end of the year, against some DM720m at end-1987. He claims the substantial fall in interest costs is one of the factors which will underlie this year's profits and dividend increase.

At least Asko's banks can probably understand its complicated structure better than the average shareholder. Both the company itself, and, more recently, its reciprocal stake in Massa, have been attacked on the grounds of inadequate transparency, fostering the impression that it is growing too fast and trying to squeeze too much money out of too many places to finance new acquisitions.

Some 25 per cent of Asko's shares are held by a company called GBS - itself a subsidiary of Baugru - another linked company in which Asko owns virtually all the capital but has only 48 per cent of the voting rights.

The scheme was devised in Asko's early days to protect it from takeover, says Mr Weber. Since then, it has proved a

ASKO structure



valuable bolster to its security, he claims.

Mr Weber tries to be as sanguine about the attacks on Asko's structure. "It is a bit complicated, but not as complicated as people make out," he says. "It's only sinister if you make a big secret out of it."

Yet Asko's more recent dealings with Massa have bolstered the group. An original 24.9 per cent in Massa has now been consolidated with a further share of equity, giving it 50 per cent minus one share - an important distinction on German monopoly grounds. Meanwhile, Massa now owns around 30 per cent of Asko - and will be stamping up some DM170m from its own funds to pay its share in the latest rights issue, according to Mr Weber.

The belt around the two companies has been further tightened this summer by a deal giving Massa control of Asko's Bazar store chain in return for a profit sharing and management fee arrangement.

Mr Wagner describes his business philosophy as aimed to maximise the freedom of each individual component within the group. "Before I used to say that each company should be run in such a way that it could be sold off at any time. Then I realised that that could be misinterpreted by the workforce," he jokes. "So now we say each part should be seen as being capable of being floated individually on the stock exchange at any given time."

Mr Wagner is enough of a deal-doer to mean it, even though the idea of floating subsidiaries is almost unheard-of in Germany. What he does not say is that keeping separate share quotes is also a convenient way of raising cash by allowing a more frequent recourse to shareholders.

Hence, perhaps part of the rationale for keeping Massa a separate entity rather than absorbing it into Asko. Some have even suggested Massa's stake in the group may be an eventual bargaining counter in

a far-sighted plan to create a pan-European retailing link, with the stake being traded for shares in another European retailing group.

More immediately, where does Asko go from here? Mr Wagner knows that cartel restrictions and the country's strict zoning laws severely limit the scope for new store openings.

Expanding in Europe is not an immediate priority, and Asko's stake in SDC/Furrs, a retail group in the southern US, is likely to remain its only major foreign operation for the time being.

Improving the domestic business by developing existing trading sites, opening new stores where possible and offering more choice from existing venues is its obvious aim.

But it is purchasing which has most recently caught Mr Wagner's fancy. In conjunction with a number of unnamed European counterparts Asko has set up a group called Interbuy International to spearhead their joint purchasing. Details of the venture remain hazy, however, and Mr Wagner is being given the benefit of the doubt for the time being.

Meanwhile, boosting Massa, a pioneer in greenfield retailing, which has tended to rest on its laurels in recent years, is a key target. Motor cars are a focal point. The group broke convention when it started selling UK-built Rover models. However, a takeover has not been spectacular, and Mr Wagner would dearly love to sell other models - German in particular.

A scheme to sell South Korean Hyundai models appear to have been dropped, despite many attractions, as vehicles from the Far East might fall foul of future European Community trade barriers. Domestic customer trade - not least in car-producing areas - has been another hindrance.

But Mr Wagner faces an uphill task in persuading German manufacturers to let him sell their cars. Negotiations with Opel, based at Rüsselsheim, in the heart of Massa territory, are said to have broken down in the face of resistance from established dealers. It appears that they, like some of Asko's shareholders, remain indecisive.

Nordstjernan profits soar

By Svenn Webb in Stockholm

NORDSTJERNAN, Sweden's recently listed real estate and construction group controlled by the Johnson family, more than doubled profits for the first eight months and upped its full-year forecast in view of the favourable outlook for the construction and steel sectors.

Profits after financial items reached SKr1.65m (\$124m) in the first eight months, against SKr0.75m in the same period last year, and were boosted by size, sales and turnover from real estate amounting to SKr11.5m. Nordstjernan said that profit after extraordinary items increased by 48 per cent to SKr1.65m.

This unspecified figure had fallen slightly last year, as a result of which net profits declined by 0.3 per cent to SKr0.75m.

Mr Rune Skog said that increased interest earnings and profits on trading in securities and foreign exchange had more than compensated for a marked drop in commission business in the first nine months of 1988.

This fall in commission business was, however, less than had been expected at the start of the year. It was also possible to keep to the bank's tighter cost budget.

The bank booked a 6 per cent rise in its balance sheet total over the first three quarters to SKr24.13bn. Within this total, loans and advances to clients increased by 8.3 per cent to SKr23.66bn and the due-from-banks sum rose by 14.3 per cent to SKr6.05bn.

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US\$200,000,000

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In accordance with the terms and conditions of the Notes, notice is hereby given that the Rate of Interest for the Interest Period 20th October 1988 to 20th April 1989 will be 8.4375% per annum. The interest payable on the relevant Interest Payment Date, 20th April 1989, will be US\$10,664.06 per USD200,000 Note (Interest on the Notes is subject to a minimum Interest Rate of 3 per cent per annum).

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INTERNATIONAL COMPANIES AND FINANCE

Bond to dispose of 5.5% stake in BHP

By Chris Sherwell in Sydney

FURTHER ASSET disposals from Australia's Bell stable of companies were announced yesterday as part of a process of rationalisation begun after Mr Robert Holmes à Court sold out and Mr Alan Bond's Bond Corporation acquired control.

A parcel of more than 70m shares in Broken Hill Proprietary (BHP), the country's largest company, is to be placed with institutional and other investors internationally by a syndicate headed by Morgan Stanley International.

The offering, amounting to 5.5 per cent of BHP, is likely to realise more than A\$500m (US\$400m) after adjustment for options. It is thought unlikely to depress the market significantly.

A small part of the stake is held by Bell Resources directly, while the bulk is held through its Wests Petroleum subsidiary. The placement will complete the reorganisation of major stakes in BHP begun earlier this year.

At the same time it was confirmed that Mr Holmes à Court was finally stepping down as chairman of Bell Group "after completion of various matters following change of control of the company."

In another announcement, Bond Corporation said Boral, the local building products group, had bought a group of industrial assets located in various Australian states, in California and the state of Washington in the US, and in British Columbia and Saskatchewan in Canada.

No figures were given. The businesses were said to be in earthmoving, quarrying, road freight, the manufacture of concrete, asphalt, retreaded tyres and a range of steel, aluminium and concrete industrial products.

The sale comes 18 days after Bond sold Bell Group's concrete and quarrying businesses in Queensland and northern New South Wales to CSE, another well-known Australian building products group.

The moves also follow Mr Bond's revelation last week that he was seeking A\$20m from asset sales in the current year to help raise Bell Corporation's debt of A\$600m.

Bond Corporation also announced yesterday that its stake in the Bell Group had risen to almost 75 per cent from the previously reported 70 per cent as a result of its A\$600m takeover.

Japanese soap maker improves

By Our Financial Staff

KAO, JAPAN'S leading soap maker, lifted pre-tax profits 14 per cent to Y16.2bn (US\$12.2m) in the six months to September as an expansion of its cosmetics business offset a stagnation in detergents.

Sales were up 6.5 per cent overall to Y25.1bn. Personal care products contributed 14.2 per cent more at Y37.3bn while household products showed a 5.4 per cent rise to Y102.4bn. Sanitary products dropped 4.9 per cent to Y28.8bn.

Golden outlook for mining group

Western's acquisitions are paying off, reports Kenneth Gooding

Western Mining, Australia's biggest mining group, is on course to produce about 1m troy ounces of gold in the current financial year, more than double the 441,000 oz achieved in the 12 months to last June, according to Mr Hugh Morgan, managing director.

Between 160,000 oz and 200,000 oz of the total would come from the four gold mining companies Western Mining recently acquired in North America for A\$500m (US\$411m).

These would not contribute any significant profit but would provide good cash flow and would just about break even after amortisation, said Mr Morgan. "It will take several years to get the best out of them."

He insisted Western Mining had not been put off its search for further acquisitions in North America by problems with Seabright Resources, which had already forced its group to write off A\$100m in 1987.

Seabright, a Canadian company, had proved to be "a significant disappointment". Its reserves had been significantly reduced and it was now targeted to produce an annual 20,000 oz of gold instead of the previously hoped for 45,000 oz.

Western Mining had started a court action against the previous Seabright management.

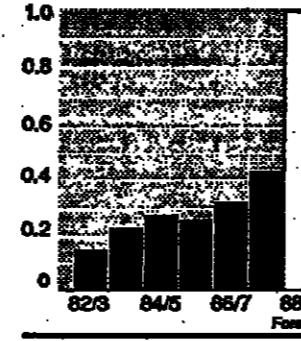
Mr Morgan said it was still Western Mining's intention to build up two separate Asian businesses in the US and Canada and this would require further acquisitions.

Western Mining was following a conservative "gold capital expenditure protection programme" which involved forward sales or options, said Mr Morgan. "So if the price of gold falls dramatically we would have protected our capital and get a return on it. We have used all market opportunities to do that."

The group had arranged put options covering 2.85m oz of gold at an average price of US\$440 an oz and recovered the cost of this operation by selling call options on 1.07m oz at an average of US\$55 an oz. The London gold price has recently been just over \$400 an oz.

Western had also sold for ward 104,000 oz of gold at US\$440 an ounce, another \$5.5m of which due for delivery by the end of this year at \$465 an oz and 150,000 oz was to be delivered between 1988 and 1991 at \$325 an oz.

Mr Morgan, who was in London to meet investment institutions, pointed out that 80 per cent of Western's gold output remained unhedged. "Share-

Western Mining
Gold Production (Million ounces)

holders would expect the stock move in the direction of commodity prices," he added.

Discussing Western's recent acquisition of a 60 per cent stake in the mothballed Agnew nickel mine in Western Australia from BP Minerals, Mr Morgan said that if a decision was taken to re-open the mine this could be done in six months.

Agnew, closed during the period of low world nickel prices in 1986, had been on active care and maintenance" so its equipment was all in working order.

The mine previously produced about 10,000 tonnes of nickel a year, but output could be lifted to 25,000 tonnes and

be healthy profitable with a price of US\$3.50 a lb, Mr Morgan suggested.

Last year Western, the world's third-largest nickel group, produced 41,500 tonnes of nickel. The current London Metal Exchange spot price is above \$5 a lb.

Capital investment in Agnew would be minimal because Western in 1978 increased capacity of its Kalgoorlie smelter to toll smelt concentrates from the mine. The group had also under-utilised refinery capacity.

Mr Morgan stressed that Western still had to have talks with MIM, the other partner in the joint venture, before making any decisions about Agnew. However, analysts assume that Western will take management control.

Western is due to add copper and uranium to its portfolio of metals now that its 51 per cent-owned Olympic Dam venture in South Australia has started production. Customers had been found for all the copper and gold from the project, but about 30 per cent of the annual uranium output was still to be sold, said Mr Morgan. Even so, Olympic Dam was a viable project.

He added: "Generally speaking, Western is in very good shape."

Aker says 1988 profits will plummet

By Karen Fossli in Oslo

AKER, Norway's troubled industrial group, says profits will plunge this year to NKr1.67bn (\$15.1m), from NKr4.74bn in 1987 despite an improvement in earnings for its offshore division and land-construction.

Net income in the first eight months of 1988 fell to NKr1.9m from NKr1.07m last year. Sales climbed to NKr11.27bn from NKr7.24bn mainly because of acquisitions.

The group's building materials businesses have experienced lower-than-expected sales and earnings, Aker said, which resulted in a 10 per cent fall in construction-related deliveries during the first eight months of the year. Another member of this group of businesses, Joemar, is a partner.

In the first eight months of 1988 Aker realised gains of NKr1.88m from the sale of NKr1.88m to its troubled finance and leasing company,

group in an effort to reduce its NKr4.5bn debt by NKr1.5bn. Aker Eiendom, the company's property business, is to be spun off and the company's remaining 6 per cent in Euro, the Swedish building materials company, was sold for NKr313m to earn Aker about NKr200m.

Earlier this year Aker sold another 6 per cent stake in Euro and talks are underway to sell its 20 per cent stake in the Norwegian Kosmos shipping group, and its 20 per cent stake in Saga Petroleum.

Aker's debt rose significantly this year through the £230m acquisition of UK-based Castle Cement through its joint venture subsidiary Scanem, in which Euro is a partner.

In the first eight months of 1988 Aker realised gains of NKr1.88m from the sale of

equity investments. At end-August liquid reserves totalled NKr1.5bn, of which NKr550m was unutilised drawing facilities.

Aker was forced to write off NKr1.95m on a contract it had entered with Statoil for which it under-estimated the scope of the work.

Aker said that for the year as a whole the cement division and the offshore division were expected to show an improvement on 1987 while the construction division would post considerable losses.

• Vesta, the Norwegian insurance group, continued its upward trend to post third-quarter net profits of NKr21.3m compared with losses of NKr53.6m last year. It was helped by a comprehensive restructuring and the sale in June of Nevl, its troubled finance and leasing company,

to Bergen Bank for NKr330m. However, gross operating revenues slid to NKr4.9m compared with NKr6.5m because of the Nevl sale.

The group's operating profits before provisions for long-term risk compensation, loan losses and taxes reached NKr9.7m in the period compared with a deficit of NKr30.7m last year.

For the nine-month period losses on loans reached NKr1.7m on total lending of NKr3.5bn. Vesta said that no major loan losses were expected for the remainder of the year. Group assets increased by 14 per cent to NKr13.8bn in the period.

However, Vesta's holding company experienced an operating loss of NKr4.5m, while the general insurance division had an operating surplus of NKr85.1m compared with a loss of NKr120m last year.

NZ Steel setback for Fletcher

By Del Hayward in Wellington

NZ Steel's setback for Fletcher

By Our Financial Staff

NEW ZEALAND regulatory authorities have dampened hopes for an early purchase of New Zealand Steel, the privatised steelmaker, by Fletcher Challenge, the country's biggest company, because of concern that the acquisition would further strengthen Fletcher's dominant local position in steel products.

The ruling, made by the Commerce Commission, in effect also throws a question mark over the related deal whereby Equicorp, the New Zealand investment company that controls NZ steel through its 80 per cent-owned Fletcher International, offshoot, plans to sell Fletcher to BTR Nylex, the Australian arm of the UK's BTR industrial group.

Fletcher in turn owns 80 per cent of NZ Steel, and a condition of sale was that NZ Steel would be sold on to a third company at a suitable price.

The three-for-11 rights issue at A\$1.50 per share was made to dispose of the 23 per cent holding Wormald acquired in itself through its major shareholder.

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FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, October 24, 1988. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

COUNTRY	£ STG	US \$	D-MARK	YEN OF 100	COUNTRY	£ STG	US \$	D-MARK	YEN (X 100)	COUNTRY	£ STG	US \$	D-MARK	YEN OF 100
Afghanistan (Afghan)	99.25	56.6333	31.7092	44.6569	Greenland (Danish Krone)	12.025	6.9001	3.8634	5.4409	Peru (Inti)	57.846	33.0042	18.4772	25.0247
Albania (Leke)	10.0443	5.7234	3.2090	4.5193	Grenada (East Caribbean \$)	4.72	2.6932	1.5075	2.1237	Portugal (Escudo)	753.254	435.5206	243.8495	375.7745
Algeria (Dinar)	11.0804	5.2555	3.5450	4.7685	Guatemala (Quetzal)	1.7525	1.0225	0.5505	0.7805	Papua New Guinea (Papua New Guinean \$)	36.00	20.5420	11.1215	16.1977
Andorra (Andorran Escu)	17.7000	10.0353	5.1685	6.1237	Paraguay (Guarani)	1.7525	1.0225	0.5505	0.7805	Pitcairn Is (UK Pounds)	0.4275	0.2508	0.1394	0.4495
Angola (Kwanza)	12.959	30.2191	1.6198	21.2926	Peru (Inti)	1.7525	1.0225	0.5505	0.7805	Poland (Zlote)	855.6	488.2168	273.3546	384.9125
Anguilla (East Caribbean \$)	4.72	2.6932	1.5075	2.1237	Portugal (Escudo)	258.30	147.3894	82.5239	116.2229	Portugal (Escudo)	1.7525	1.0225	0.5505	0.7805
Argentina (Peso)	11.0804	5.2555	3.5450	4.7685	Qatar (Riyal)	4.8355	2.7592	1.5443	2.1757	Qatar (Riyal)	6.3180	3.6333	2.0345	2.8562
Armenia (Dram)	1.7510	1.7510	1.7510	1.7510	Guinea (Guinea Franc)	224.55	259.3152	167.5878	226.0179	Romania (Leu)	10.7000	6.1055	3.4015	4.8143
Australia (Australian \$)	3.1410	1.2216	0.6840	0.9643	Guinea-Bissau (Bissau \$)	4.72	2.6932	1.5075	2.1237	Romania (Leu)	14.78	8.4336	4.7220	6.4550
Austria (Schilling)	22.005	12.5563	7.0303	9.9008	Haiti (Gourde)	1.7525	1.0225	0.5505	0.7805	Romania (Leu)	79.187	44.3325	24.7220	32.4595
Azores (Portuguese Escudos)	256.30	147.3894	82.5239	116.2204	Honduras (Lempira)	8.743	4.9888	2.7958	3.3578	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bahamas (Bahamian \$)	1.7525	1.7525	1.7525	1.7525	Hong Kong (Hong Kong \$)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	10.7000	6.1055	3.4015	4.8143
Bahrain (Dinar)	206.65	117.9172	66.0223	92.9008	Iceland (Icelandic Króna)	81.64	46.5848	26.0830	36.7334	Russia (Ruble)	14.78	8.4336	4.7220	6.4550
Bangladesh (Taka)	55.00	31.3537	17.5718	24.7465	India (Rupee)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	79.187	44.3325	24.7220	32.4595
Barbados (Barb. \$)	2.0067	1.1233	0.5843	0.7805	Indonesia (Rupiah)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Belarus (Belarussian Ruble)	65.55	37.0331	21.1651	29.9074	Iran (Rial)	5.4747	3.0121	1.7477	2.0461	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Belgium (Belgian Franc)	1.7570	1.7570	1.7570	1.7570	Iraq (Iraqi Dinar)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bermuda (Bermudian Dollar)	1.7525	1.7525	1.7525	1.7525	Ireland (Pound)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bhutan (Ngultrum)	2.4536	2.2641	2.0218	2.4536	Italy (Lira)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Botswana (Pula)	1.7525	1.7525	1.7525	1.7525	Japan (Yen)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Latvia (Lats)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Lithuania (Litas)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Malta (Maltese Lira)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Mauritius (Rupee)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Mexico (Peso)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Moldova (Leu)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Mongolia (Togrog)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Morocco (Dirham)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Mozambique (Metical)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Myanmar (Kyat)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Namibia (Dollar)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Niger (Nigerien Franc)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Nigeria (Nigerian Naira)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Norway (Krone)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Pakistan (Rupee)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Panama (Balboa)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Paraguay (Guarani)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Peru (Inti)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Philippines (Peso)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Poland (Zlote)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Portugal (Escudo)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525	1.7525	1.7525	1.7525	Qatar (Riyal)	1.7525	1.0225	0.5505	0.7805	Russia (Ruble)	1.7525	1.0225	0.5505	0.7805
Bulgaria (Leva)	1.7525													

INTERNATIONAL CAPITAL MARKETS

AP 1 on 1 Top

Tokyo slots key piece into money jigsaw

Stefan Wagstyl examines the Bank of Japan's radical plans for financial reform

Money market reforms announced by the Bank of Japan last week, aimed at reinforcing the central bank's control over interest rates, could eventually lead to the development of a fully-fledged short-term money market in Tokyo.

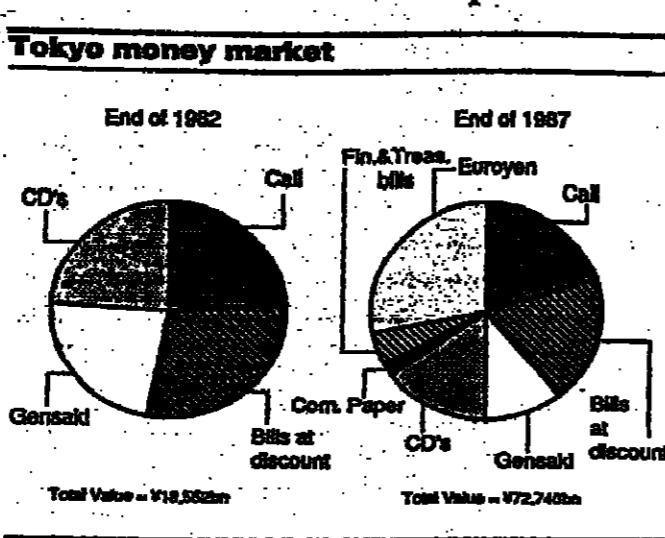
Such a development would supply one of the most significant missing pieces in the jigsaw of Japanese financial deregulation. In turn, it would encourage the internationalisation of the yen, with important effects on the development of foreign currency markets.

The plans aim to introduce new short-dated instruments into the bill discount market and long-dated ones into the unsecured call money market. In addition, the central bank is considering starting open market operations in the fast-growing commercial paper market.

Like any self-regarding central bank, the Bank of Japan has long been concerned that the process of financial deregulation should not hamper its ability to influence the ebb and flow of money supply.

Indeed, during the rapid liberalisation of the Tokyo markets in the 1980s there have been times when the central bank's staff have felt like workmen forced to surrender their tools.

Older executives remember times in the 1950s and 1960s when the shortage of credit during the period of high-speed economic growth in Japan put the central bank in a position of great strength. In a tightly-regulated market, it could set rates and direct commercial banks' lending policies.



This was undermined by the expansion of Japan's financial markets, which had to grow to accommodate the vast amounts of money accumulated by the country's booming industries. The trend has been compounded in the 1980s by financial liberalisation – including the expansion of old markets where the central bank's influence is weak, and the creation of new ones, where its role is even smaller.

The bank protests that its powers to issue directives to banks, so-called 'flow-and-guidance', were never as strong as some commercial bankers made out. Nevertheless, it has carefully expanded its abilities to influence money in other ways – especially through open market operations, for

example, through dealing on its own account.

The difficulty for the central bank is that liberalisation is only half complete. The Bank of Japan divides short-term markets into two – the interbank market, where participation is limited to banks and other financial companies; and the open markets, where industrial companies are big participants. In the past seven years, the money outstanding in the open market has risen sharply from 46 per cent of the total to 60 per cent at the end of 1987.

The bank's influence is greatest in the interbank market. This is made up of two separate entities – the call market, where banks lend to each other through six

short-term broking companies, called *tanishi*, and the bill discount market, where participants discount bills. A key difference is that the call market is used for extremely short-term borrowing, often overnight, while the discount bill market has been used for periods of one to three months.

The Bank of Japan is now seeking to plug the gaping hole for interbank borrowings of between one-week and one-month duration. According to last week's announcement, the bank plans to start selling one-, two- and three-week discount bills, beginning next month.

In addition, the contract period in the unsecured call market, where foreign banks are particularly active, is being extended from the present three weeks to six months.

The move is to attract money into markets where the central bank's influence is strong from the open markets (principally the Euroyen market) where it is weaker. The hope is that if interbank markets match financial companies' needs more closely, then companies will be more likely to use them.

Meanwhile, the bank is also considering increasing its intervention in the open markets. This began in a concerted fashion last December when it started buying operations in the *genkai* market.

The Euroyen market, run outside Japan, is beyond its control. But the Bank of Japan is now considering plans to intervene in the fast-growing commercial paper market.

Bank officials deny any direct connection between the

measures announced last week and moves to enhance the yen's role as an international currency, a subject close to the heart of Mr Suntaro Sumita, the governor. Mr Sumita spoke on the matter as recently as last month's annual International Monetary Fund meeting in West Berlin.

However, commercial bankers have pointed out that increased variety in the short-term markets would make it more attractive for foreigners to hold short-term yen instruments.

Mr Keikichi Honda, a director of the Bank of Tokyo, says the new central bank policy will expand the existing market, making it possible to introduce new instruments.

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Merrill Lynch was the victor in a hotly contested fight to win the mandate for the lead on a 10-year \$250m deal for Japan's Nippon Telegraph & Telephone, a deal which was launched at an initial 47 basis point spread over comparable Treasury issues.

With its most recent dollar straight for Italy and Liberty Mutual, Merrill Lynch's syndicate team appears to have exhibited a fine sense of timing. It feels confident enough about demand already identified to bring dollar straight bonds to market at times when other houses might well have fought shy, due to the proximity, for example, of crucial US economic statistics.

Yesterday's deal for NTT was a prime example of a well-executed and properly targeted deal. The borrower, not an over-frequent Eurobond market issuer, commands a high degree of respect and the bulk of the issue was placed within an hour of launch.

Consequently, the spread narrowed swiftly and the deal finished the day bid comfortably within its total fees.

The success of the issue also served to illustrate the increased selectivity in the sector, where the outstanding issues of lower-rated US corporate borrowers have taken a hit recently.

Spreads over Treasury issues

NTT \$250m straight goes well in nervous trading

By Dominique Jackson

A SUCCESSFUL dollar straight Eurobond issue, launched against the background of a fairly volatile and nervous US Treasury and Eurodollar bond market, was testimony yesterday to the strength and persistence of demand for competitively priced and well-marketed dollar denominated deals.

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Spreads over Treasury issues

of many single and double A-rated US companies have widened dramatically in the wake of both the proposed management buy-out of RJR Nabisco and the \$1bn takeover bid for Kraft by Philip Morris.

However, dealers were swift to point out that much of the paper which fell into these categories had been on the illiquid market for some time and that

ground of a fairly lacklustre day in the UK gilt-edged market.

This is the first time a fixed-rate bond has been launched with the backing of UK mortgages and, as such, it was seen as a prompt to a fair degree of interest.

Fixed-rate sterling securities carry prime credit ratings and such a generous yield pick-up over UK government securities are virtually assured of being well-received by investors at a time when the UK Government is reducing the amount of outstanding gilt-edged securities.

The fixed-rate issue is being swapped into floating-rate sterling and, after allowance for the swap, gives HMC, which to date has already issued almost \$250m of floating-rate securities, significantly cheaper funding than is currently available in the floating-rate market.

J.P. Morgan, together with the prestigious co-management group of Baring Brothers, Credit Suisse First Boston and S.G. Warburg Securities, were expected to ensure swift and highly satisfactory placement of the issue.

The deal was well bid at a discount equal to its total fees by the end of the day.

Yesterday's innovative fixed-rate \$100m mortgage bond for HMC Mortgage Notes 101 was by J.P. Morgan, with enthusiastic demand as the first fixed-rate Eurobond to be backed by UK residential mortgages. The level of interest was particularly encouraging given that the issue was launched against the back-

The Swiss Licensing Office, which reviews foreign securities that apply for public listing, said it would allow stocks and bonds rated lower than BBB to be listed, on condition that Swiss exchanges set up special market segments for them.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Footwear Corp.♦	45	(5.5)	101.14	1992	21 1/2	Daiwa Europe
Net Tel. & Tel.♦	250	9.5	101.14	1993	21 1/4	Merrill Lynch
AUSTRALIAN DOLLARS						
Net. Australia Bank♦	50	14	101.14	1991	1 1/2	Hambros Bank
SWISS FRANCS						
City of Vienna♦	75	4%	101.14	2004	23 1/2	Wirtschafts- und Pbank
City of Vienna♦	75	5	101	2009	23 1/2	Wirtschafts- und Pbank
STERLING						
HMC Mortgage Notes 101♦	100	11 1/2	102.14	1993	17 1/2	J.P. Morgan Secs.
FRENCH FRANCES						
BSN(a)♦	1,344bn	8	128	1996	3 1/2	Lazard Frères et Cie

*Not yet priced. ♦With equity warrants. ♦Final terms. (a) FF\$640m of total aimed at International investors.

Senate backs Bankruptcy Code changes

By Dominique Jackson

THE US Senate has approved legislation amending the Bankruptcy Code to protect the contractual rights of parties to interest rate and currency swap agreements in bankruptcy cases, a step which is expected to assure continued growth in the use of these instruments.

Mr Mark C. Brickell, vice-president of Morgan Guaranty Trust and chairman of the International Swap Dealers Association, a group of 90 global financial institutions, said: "Senate passage of this bill is a major accomplishment

and a significant step towards our goal of providing a framework for legal certainty for swap transactions." These were now a key element in world financial markets.

Final enactment of this measure will help American corporations of varying sizes as they turn increasingly to swaps as a way to hedge risk," Mr Brickell added.

The amendments to the bankruptcy legislation stipulate that parties can close out all transactions immediately following a bankruptcy filing and do not have to keep trans-

actions open in bankruptcy proceedings, that transactions are "settled" to determine a single net termination value, and that ordinary swap payments are protected from preference avoidance actions.

Among those issuing statements of support to Congress for the bill were the Federal Reserve Board, the Federal Home Loan Bank, the Securities Industries Association, the New York Clearing House Association and several US corporations, banks and thrift institutions.

There is no known opposi-

tion to the bill.

According to Mr Bradley Ziff, executive director of ISDA: "This year-long undertaking, including the Senate judiciary committee's hearings in June, fostered widespread agreement on the importance of this financial product in the world economy and the benefits of the legislation.

"It, in the remaining days of the current session, the House is unable to act on our bill, we look forward to working with the new Congress in January for its swift consideration and enactment."

TAIWAN eases trading curbs

THE TAIWANESE Finance Ministry has agreed to allow US insurance companies in Taiwan to invest in the local stock market, Reuter reports from Taipei.

A statement said the companies could invest up to one third of the funds they raise from their Taiwan branches.

The seven US insurers which have branches in Taiwan are restricted to investing in bonds and Treasury bills.

The Government allows up to four new US insurance companies to open branches in Taiwan each year. There are no other foreign insurers in Taiwan.

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LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

British Funds Corporation, Dominion and Foreign Bonds

Industrial Properties

Offices

Plantations

Mines

Others

Totals

533 981 1,466

107 107 4

31 19

21 21

21 21

15 15

15 15

15 15

15 15

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INTERNATIONAL COMPANIES AND FINANCE

Suter reveals 'unsolicited' takeover approach

By Ray Bagshaw

SUTER, acquisitive UK mini-conglomerate headed by Mr David Abell, may turn from corporate predator to corporate prey.

The company yesterday announced it had received an approach which may lead to a takeover. The announcement followed three weeks of active trading in the shares.

The statement spurred trading and shares closed 26p higher at 242p, valuing the company at £255.5m (£350m).

Since 1981, Mr Abell has turned Suter into one of the most hungry mini-conglomerates, building the group into four divisions - distribution, industrial and property - through a series of relatively rapid acquisitions.

But the company's share price dropped sharply last July when the Department of Trade and Industry appointed inspectors to investigate share dealings in two companies associated with the Suter group.

A meeting between Mr Abell and the unnamed public company considering a bid took place last Thursday after an "unsolicited" approach.

He added that the Takeover

Panel, mergers and acquisitions watchdog, was concerned about the lack of information in potential bid situations and so Suter felt it appropriate to inform the market.

The announcement last month of a 65 per cent increase in pre-tax profits during the six months to July 2 from £22m to £38m pushed the shares 6p higher to 180p.

Mr Abell said at the time, however, that the company was still undervalued and announced his intention to seek shareholders' approval for a buy-back of up to 10 per cent of the capital. It is understood that there has been no progress on this buy-back plan.

Robert Fleming, the investment house which is acting for Suter, said the talks were "already preliminary" and that nothing conclusive came out of them.

The sharp rise in activity in the company's shares over recent weeks, during which an estimated 7 per cent of the company's capital has changed hands, forced yesterday's announcement, the spokesman said.

He added that the Takeover

Panel, mergers and acquisitions

Lucas Industries advances 28%

By Richard Tomkins, Midlands Correspondent

LUCAS Industries, the UK-based car components maker that has diversified heavily into aerospace and industrial systems, yesterday delivered a 28 per cent increase in pre-tax profits from £14.5m to £18.2m (£26m) for the year to July.

The results were better than expected but Mr Tony Gill, chairman, refused to be drawn on the subject of the bid speculation surrounding the company or on his own takeover targets, and the shares closed down 10p to 580p in London trading.

Lucas sold 18 businesses and bought seven during the year under review as part of its strategy to build up its aerospace and industrial operations.

Acquisitions, nevertheless, accounted for only 22m of the increase in operating profits. The biggest single contributor

to the improvement was the automotive division, which increased operating profits from £8.6m to £10.4m.

Group sales rose 8 per cent from £1.82m to £1.97m. Restructuring and redundancy costs took £14.1m (compared with £11.1m), related companies produced a net loss of £2.7m (against a profit of £1.8m) and the interest charge was virtually unchanged at £22.8m (£22.5m).

Fully diluted earnings per share rose 22 per cent to 73.7p (59.9p) and a final dividend of 15p is proposed, making 21p (15.7p).

Automotive profits were strongest in the UK, where a combination of record car sales and the closure or divestment of poorly-performing businesses produced a doubling in operating profits to £1.1m.

The adverse effect of exchange rates left Continental

automotive profits little changed at £2.6m, and elsewhere they shed £3.5m to £14.5m.

Acquisitions helped take North American aerospace profits from £5.5m to £6.7m, but the UK's contribution fell from £20.2m to £20.1m because of development costs, competitive pressures and higher redundancy costs.

The joint venture Thomson-Lucas operation in France cost Lucas £1.8m (profit £1.1m) but Mr Gill said an announcement about the reorganisation of the business was imminent.

The industrial division increased operating profits 27 per cent to £20.8m, aided by six acquisitions during the year. Mr Gill said one effect of these acquisitions had been to make Lucas the world's biggest individual distributor of fluid power equipment.

See *Lucas*, Page 56

UK group seeks to buy out Australian subsidiary

By Chris Sherwell in Sydney

CADBURY, soft-drink manufacturer and drinks group which manufactures in more than 20 countries, has joined the lengthening list of British companies which have sought to buy out minority shareholders in their Australian subsidiaries.

The group has made a cash offer, with take-over bids, for 25.2 per cent of Cadbury Schweppes Australia (CSA), valuing the subsidiary at A\$1.5m (£850k).

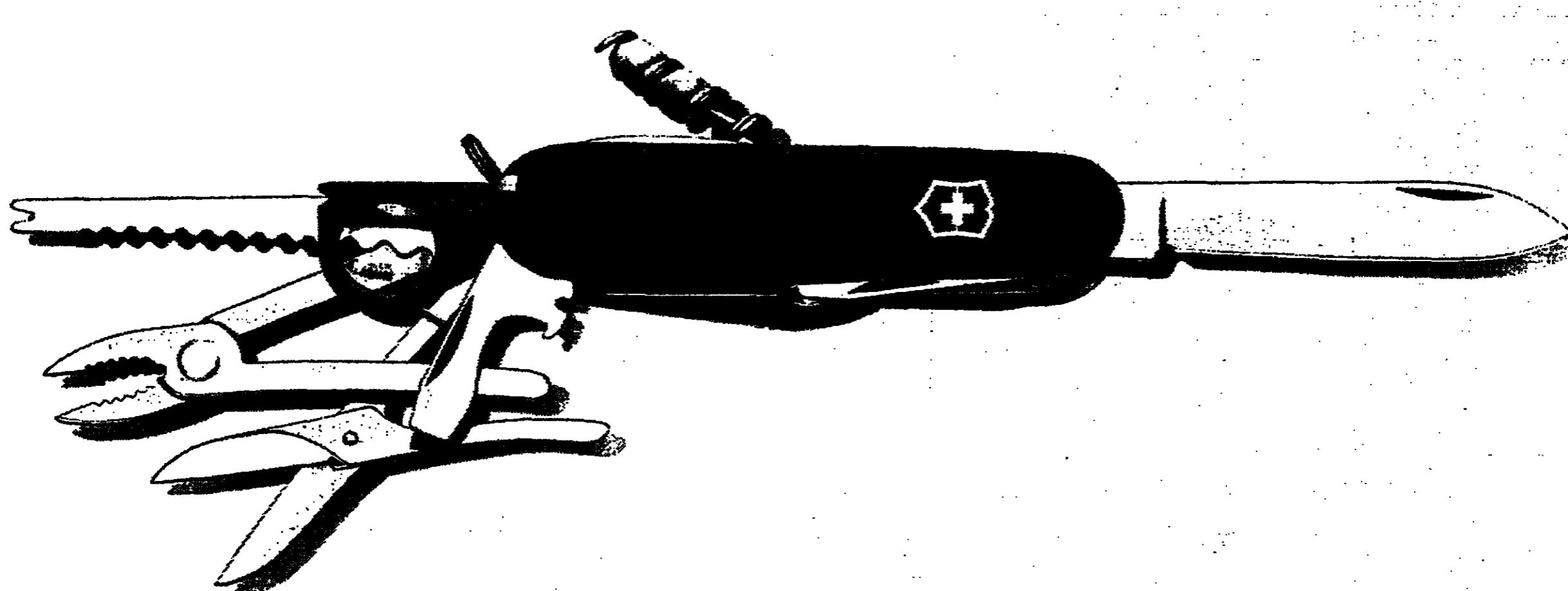
It is offering A\$1.50 for each share in CSA, or one share plus A\$7.50 cash for every four shares, or one share for every two CSA.

This is equivalent to almost 27 times earnings in the case of the cash offer, and 24.3 times for the full share alternative, based on the closing share price of the two shares in London and Sydney on October 21 - high multiples both by Australian and international standards. The offer is being funded from existing facilities or internal cash resources.

The offer is being made through CS Finance, wholly-owned subsidiary, incorporated in the Northern Territory which operates out of Sydney. It is conditional on no objections coming from the Government's Foreign Investment Review Board.

Cadbury, however, is a potential takeover candidate since General Cinema of the US built up its stake in CSA over the past two years, and the deal would give shareholders a chance to invest in the worldwide group. The aim was to build a foundation for expanding in the Asia-Pacific region.

In the year to January 1988, it reported a pre-tax trading profit of A\$75.5m (£47.5m) on sales of A\$570m. A geographical breakdown of Cadbury Schweppes' latest results for the period showed its "Australasia and other" interests were more important for sales and profit than Europe or North America.



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SOUTH EAST WALES

NEWPORT

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FINANCIAL SERVICES LOCATION

UK COMPANY NEWS

Plans to dispose of some CIL operations and move explosives HQ from Scotland

ICI to sell Canadian chemicals businesses

By Peter Marsh

IMPERIAL CHEMICAL Industries, Britain's biggest chemicals company, said yesterday that it intended to sell a large slice of its chemicals activities in Canada in a deal that could raise up to £800m (\$1.423.98m). However, the company was unable to comment on how much it thought the operations were worth.

The business, ICI wants to sell are part of Canadian Industries Ltd (CIL), the UK company's wholly-owned Toronto-based Canadian subsidiary.

They had sales totalling £847.5m last year.

ICI said it had no firm ideas about potential purchasers for the businesses. They are mainly in commodity areas of chemicals and in service-linked parts of the chemicals industry in which ICI believes future sales growth will be small.

The operations, which accounted for 26 per cent of CIL's sales last year, and employ about 1,800 of the 7,000 total employed by CIL, include: manufacturing and sales activi-

ties related to polyethylene for packaging and horticultural applications; sulphur products; chemicals for oilfield services; and a consultancy which specialises in the design of processing plants.

As part of the reorganisation of its Canadian activities, ICI will move the headquarters of its global operations for explosives, mining and quarrying to CIL. They are currently at Ayrton in Scotland, where the company has a large explosives plant. ICI is one of the world's

biggest manufacturers of such explosives and had total sales of \$339m in this area last year.

After the proposed sales of the specific parts of the Canadian company, CIL will concentrate not only on sales of explosives, but also paints, fertilisers, agrochemicals and chemicals for water treatment and paper bleaching.

Ms Dinty Price, a chemicals industry analyst at Barclays de Zoete Wedd, London stockbroker, said the moves by ICI appeared logical and fitted in

with its thinking in recent years to move into areas of chemicals with higher value in which growth prospects were relatively high.

Another result of the shake-up, through the centring of the explosives operations in Canada, may be to raise the profile of ICI's operations in the Americas, a region where it is keen to expand. The company has already sited its advanced materials sales and manufacturing operations in the US.

Telephone Rentals unveils a 17% profit rise in bid defence

By Hugo Dixon

TELEPHONE RENTALS, the communications equipment supplier, yesterday announced a 17 per cent increase in interim profits as part of its defence against the £224m hostile bid for the company by Cable & Wireless, the international telecommunications group.

The bid, TR claimed in its defence document, was wholly inadequate and took no account of its "exciting prospects".

Turnover in the first six months was £51.1m, against £39.5m in the comparable period last year. The company argued that this was proof that its strategy for refocusing its business since the liberalisation of the UK's telecommunications markets in the early 1980s was

working. "Cable & Wireless may well have a pressing need to acquire TR's extensive customer base, sales force and nationwide engineering organisation. On the other hand, TR already has a broad, well-established and expanding business and has no need of Cable & Wireless," Sir Charles Bell, the company's chairman, wrote in a letter to shareholders.

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increase of 26.1 per cent. But continuing losses in Canada, £70.7m, compared with a break-even in the previous first half, led to lower profits overall.

Earnings per share rose 17.6 per cent to 18.05p. The directors have declared an interim dividend of 3.5p, up 16.6 per cent. The company said it was confident of increased profits for the whole year and would bring out a profit forecast if it felt this was necessary.

Mr Stephen Owen, an analyst with James Capel, said the results were in line with predictions and yesterday's closing price of 34.5p reflected expectations that C&W would increase its 30.6p per share offer, which expires on October 21. "They are going to lose their independence, it's just a question of the price."

Profits in the UK showed an

Buckley's Brewery sharp fall

By Nikki Tait

BUCKLEY'S BREWERY, the small Welsh brewery previously controlled by Mr Guy Cramer and Mr Peter Clowes, yesterday released figures for the half-year to July 2 showing profits more than halved to £246,000 (£556,000 before tax).

In the core brewing operations, operating profits were more than £435,000 down from £537,000. However, Buckley's said much of the downturn was due to the impact of property profits which boosted the previous year's figures and expenses of £154,000 incurred in establishing an office in Leeds - Mr Cramer's base. Gross margins, it says, fall only slightly.

Turnover on the brewing side rose from £6.8m to £6.73m in value terms. However, this masked a 3 per cent volume

reduction in draught products brewed by Buckley's, while sales rose 2 per cent.

The results cover much of the period when Mr Clowes and Mr Cramer were involved with the company. Mr Clowes, who appears to have had little day-to-day involvement, resigned from the board at the end of May and Mr Cramer departed in late June.

Their 53 per cent stake has now passed to Singer & Friedlander, the merchant bank which helped finance its acquisition in the first place. Singer is inviting tenders for the holding. It is understood that there have been a handful of serious inquiries.

The figures also show a £144,000 loss in 1987. After adding in the additional interest charges incurred through this activity, Buckley's estimates that the operation, now ceased, cost the company about £200,000. Mr Michael Willcocks, chairman, said yesterday that the new board was still looking closely at the way Buckley's moved into securities dealing.

The shop-fitting operations, also added under Mr Cramer's management, contributed an operating profit of £132,000. Interest charges, however, took £240,000 (£240,000) in the first half, and there is a £24,000 exceptional cost for expenses incurred in an abortive offer to buy properties from Grant Metropolitan.

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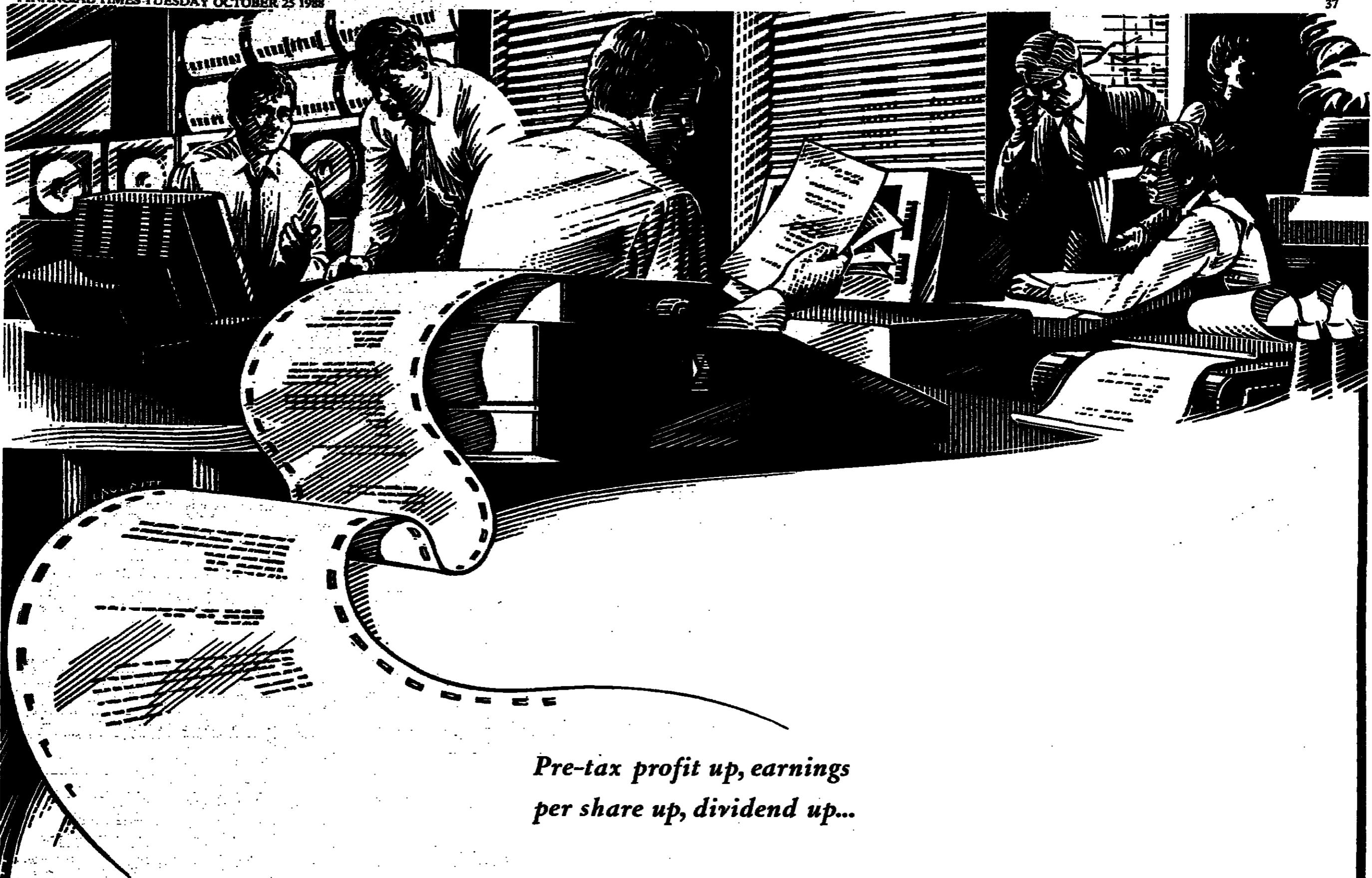
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Earnings per share	79.4p	65.3p	22%
Dividends per share	21.0p	15.7p	34%

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UK COMPANY NEWS

Tesco and Slough in joint venture

By Paul Cheshire and Maggie Sutty

TESCO, supermarket group, and Slough Estates, property company, have set up a joint venture company, called Shopping Centres, to own and operate three of Tesco's retail developments. Further shopping centres could be bought by the new company as they are developed.

Mr David Reid, Tesco's finance director, said the group would receive £70m net from selling the developments to the new company, and this would go towards financing its £450m-a-year capital expenditure programme.

He said that, having weighed up the rents forgone and the interest and net profit, the group would now have to pay, against the benefit of the cash, the group's annual profits would be about £2m to £2.5m higher as a result of the transaction. There would also be a one-off property profit in the current year of £2.5m.

This agreement allows

Slough to take a 50 per cent interest in three recently-built, quality shopping centres, each with first-class covenants and strong growth potential, thereby expanding its retail investment base, said Mr Carey.

The initial three centres include the new 300,000 sq ft, multi-store development at Surrey Quays, in London's Docklands, which is opening for business today and cost £35m to build.

Tesco and BHS, part of the Storhouse group, each have large stores within the centre, which also houses a number of high-street names and a "food court" offering a variety of fast food. There are 500,000 potential customers living within a 20-minute drive of the centre.

The other centres are at Beaminster Leys in Leicester, and Clifton Moor in York. Tesco and Slough are together

seeking planning permission for a major retail scheme at Aldenham, near junction 4 on the M1, which could be a fourth development for the new company. All are multi-tenanted centres with Tesco as an anchor store.

The joint venture company will pay Tesco £20m for the first three centres. Tesco and Slough will each put £5m of equity into Shopping Centres, which has also arranged £70m of debt finance.

Kleinwort Benson, the merchant bank, arranged a £25m 10-year non-recourse bank facility with a fixed interest rate of 10.46 per cent. A further £22m in mezzanine finance was provided by Prudential Assurance - comprising a £15m stepped coupon bond and a £7m of zero coupon bond - with a combined yield to maturity of 11.4 per cent.

The joint venture company has been in industrial property. It has been diversifying into office and retail property. Indeed it has taken control of Bradford Properties, a specialist developer of town centre schemes.

This agreement allows

Texas Homecare buy

By Philip Coggan

TEXAS HOMECARE, part of Ladbrooke, the hotels, property, betting and retail group, is to buy Building Scene, a retail chain, from Meyer International, builders' and timber merchant, for £2.75m in cash.

Building Scene has seven stores in East Anglia, with an

eighth due to open. Mr Bruce Wright, Meyer finance director, said the decision to sell was unconnected with its unsuccessful bid for Travis & Arnold, during which a 57 per cent stake was acquired for cash.

Gearing would be below 50 per cent following the sale.

Cresta in £15m purchase

By Philip Coggan

CRESTA HOLDINGS, Isle of Man-based group, is making its largest acquisition to date, with an agreed £15m offer for Peregrine, a property company.

Mr Brian O'Connor, Cresta's chairman, said that the acquisition would strengthen the company's balance sheet.

Cresta, which has interests in financial services, property and advertising, joined the main market via an introduction last year.

The Peregrine purchase will involve the issue of 15.8m new shares, around 42 per cent of Cresta's enlarged capital.

COMPANY NEWS IN BRIEF

ALPHAMERIC is to acquire CP International for £300,000 to be satisfied by the issue of 118,873 ordinary shares. In addition, the vendors have been granted options to subscribe for up to 475,492 shares at 25p, exercisable any time over the next two years. CP, with offices in London, New York and Paris, is a financial systems supplier.

COMPUTER PEOPLE has restructured its interest in VLM Projects, which becomes a wholly-owned subsidiary, and disposed of the principal business asset of that company. As part of these arrangements the company has issued 165,000 ordinary shares, which, together with £600,000 cash and £200,000 unsecured loan stock represents the consideration for the minority interest in VLM. The restructuring and disposal will result in an extraordinary gain of about £850,000 and the net receipt of £2.4m cash. This will be used to reduce indebtedness.

ESTATES & GENERAL Investments extraordinary meeting approved the issue, placing an open offer of new convertible preference shares and the repayment of the existing preference shares. Applications have been received in respect of 13.62m of the shares and

been accepted in full. Mr P. Provost and his family interests have applied for 78.7 per cent of their entitlement and if they were to convert the shares in full would control 55.7 per cent of E&G.

FUTURA HOLDINGS: Bell Houldsworth Fairmount has announced that acceptances have been received in respect of 284,773 ordinary shares, some 37.85 per cent of Futura's capital. Together with shares acquired in the purchase of Lataforn Services, Bell now holds 73.94 per cent. The unconditional offer remains open until November 4.

HIGHGATE AND JOB shares were suspended yesterday at the company's request, pending shareholders' approval of reorganisation proposals.

KUWAIT INVESTMENT Office has disposed of its holding of 4,025m ordinary shares in English and Scottish Investors.

LOPEX has acquired Kestrel's Advertising, Dublin-based agency, and plans to merge it with Adtek Advertising to form Arts Alliance with combined billings of more than £10m. Alliance International, the international advertising agency network owned by Lopez, is represented in Europe and North America.

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TOTAL
TOTAL COMPAGNIE FRANCAISE DES PETROLES
Financial position for first half 1988

On 19 October 1988, the Board of Directors of TOTAL Compagnie Francaise des Petroles reviewed the financial results of both the consolidated Group and its parent company for the half year ending 30 June 1988.

1 - CONSOLIDATED ACCOUNTS

£ million
1st half 1988 1st half 1987

Turnover
Funds generated from operations
Stockholding movements
Funds generated from operations
(excluding stockholding movements)

Net Income (Group share)

1. Following the introduction by the Authorities of new regulations concerning consolidated accounts several changes in accounting policies were put into effect in 1988.

The results for first half 1987 were thus recalculated for purposes of comparison (Group share of net income for first half 1987, as published last year, was £1,032 million).

2. Turnover was lower as a result of the fall in crude prices and the disposal of the Group's refining and marketing activities in Italy.

The main cause of the fall in funds generated from operations was the fall in the value of stockholding movements which showed a loss of £3.9 million, as opposed to a gain of £80 million for first half 1987, at a time when prices were firming.

Excluding stockholding movements the Group's consolidated funds from operations showed a rise of some one hundred million francs over the six-month period.

Upstream, the improved results of the oil production subsidiaries were more than offset by the effects of the fall in oil prices. The most significant contribution to this result was the first six months of fuel production from Alvin North.

The downstream sector experienced two sharply contrasting periods in succession during first half 1988. The early months saw very poor refining margins. In the second quarter, however these recovered strongly. Against this background, the Group's results showed a clear deficit in France and the US, but a profit elsewhere.

The chemicals division, particularly HUTCHINSON, continued to benefit from increased manufacturing and a favourable economic climate.

Refining in the motor sector was negative owing to depressed coal, power and oil prices.

Group capital expenditure amounted to £9,104 million, of which two thirds went to the upstream sector. This was mainly due to the acquisition of the US corporation, CSX OIL AND GAS.

II - PARENT COMPANY

The Board of Directors reviewed the accounts of the parent company TOTAL COMPAGNIE FRANCAISE DES PETROLES for first half 1988.

TOTAL CFF parent company profit amounted to £462 million against £603 million for first half 1987 and £1,382 million for 1987 as a whole.

This figure includes £6.6 million of dividends received out of a total of £1,420 million to be received in 1988, £1,420 million of capital received from the parent company.

Provisions for depreciation amounted to £3,000 million for 1988.

£211 million. No provisions were made for specific sector risks amounted to £211 million.

CRD TOTAL FRANCE, in fact, will transfer of TOTAL CFF to TOTAL CFF will produce a capital gain which should lead to a more or less

break-even point for CRD TOTAL FRANCE in 1988.

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1019, 1020, 1021, 1022, 1023, 1024, 1025, 1026, 1027, 1028, 1029, 1029, 1030, 1031, 1032, 1033, 1034, 1035, 1036, 1037, 1038, 1039, 1039, 1040, 1041, 1042, 1043, 1044, 1045, 1046, 1047, 1048, 1049, 1049, 1050, 1051, 1052, 1053, 1054, 1055, 1056, 1057, 1058, 1059, 1059, 1060, 1061, 1062, 1063, 1064, 1065, 1066, 1067, 1068, 1069, 1069, 1070, 1071, 1072, 1073, 1074, 1075, 1076, 1077, 1078, 1079, 1079, 1080, 1081, 1082, 1083, 1084, 1085, 1086, 1087, 1088, 1089, 1089, 1090, 1091, 1092, 1093, 1094, 1095, 1096, 1097, 1098, 1099, 1099, 1100, 1101, 1102, 1103, 1104, 1105, 1106, 1107, 1108, 1109, 1109, 1110, 1111, 1112, 1113, 1114, 1115, 1116, 1117, 1118, 1119, 1119, 1120, 1121, 1122, 1123, 1124, 1125, 1126, 1127, 1128, 1129, 1129, 1130, 1131, 1132, 1133, 1134, 1135, 1136, 1137, 1138, 1139, 1139, 1140, 1141, 1142, 1143, 1144, 1145, 1146, 1147, 1148, 1149, 1149, 1150, 1151, 1152, 1153, 1154, 1155, 1156, 1157, 1158, 1159, 1159, 1160, 1161, 1162, 1163, 1164, 1165, 1166, 1167, 1168, 1169, 1169, 1170, 1171, 1172, 1173, 1174, 1175, 1176, 1177, 1178, 1179, 1179, 1180, 1181, 1182, 1183, 1184, 1185, 1186, 1187, 1188, 1189, 1189, 1190, 1191, 1192, 1193, 1194, 1195, 1196, 1197, 1198, 1199, 1199, 1200, 1201, 1202, 1203, 1204, 1205, 1206, 1207, 1208, 1209, 1209, 1210, 1211, 1212, 1213, 1214, 1215, 1216, 1217, 1218, 1219, 1219, 1220, 1221, 1222, 1223, 1224, 1225, 1226, 1227, 1228, 1229, 1229, 1230, 1231, 1232, 1233, 1234, 1235, 1236, 1237, 1238, 1239, 1239, 1240, 1241, 1242, 1243, 1244, 1245, 1246, 1247, 1248, 1249, 1249, 1250, 1251, 1252, 1253, 1254, 1255, 1256, 1257, 1258, 1258, 1259, 1260, 1261, 1262, 1263, 1264, 1265, 1266, 1267, 1268, 1269, 1269, 1270, 1271, 1272, 1273, 1274, 1275, 1276, 1277, 1278, 1279, 1279, 1280, 1281, 1282, 1283, 1284, 1285, 1286, 1287, 1288, 1289, 1289, 1290, 1291, 1292, 1293, 1294, 1295, 1296, 1297, 1298, 1299, 1299, 1300, 1301, 1302, 1303, 1304, 1305, 1306, 1307, 1308, 1309, 1309, 1310, 1311, 1312, 1313, 1314, 1315, 1316, 1317, 1318, 1319, 1319, 1320, 1321, 1322, 1323, 1324, 1325, 1326, 1327, 1328, 1329, 1329, 1330, 1331, 1332, 1333, 1334, 1335, 1336, 1337, 1338, 1339, 1339, 1340, 1341, 1342, 1343, 1344, 1345, 1346, 1347, 1348, 1349, 1349, 1350, 1351, 1352, 1353, 1354, 1355, 1356, 1357, 1358, 1358, 1359, 1360, 1361, 1362, 1363, 1364, 1365, 1366, 1367, 1368, 1369, 1369, 1370, 1371, 1372, 1373, 1374, 13									

FT UNIT TRUST INFORMATION SERVICE

FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

BRITISH FUNDS										BRITISH FUNDS - Contd										FOREIGN BONDS & RAILS									
1988 High/Low	Stock	Price £	Yield %	Yield Rate	1988 High/Low	Stock	Price £	Yield %	Yield Rate	1988 High/Low	Stock	Price £	Yield %	Yield Rate	1988 High/Low	Stock	Price £	Yield %	Yield Rate	1988 High/Low	Stock	Price £	Yield %	Yield Rate	1988 High/Low	Stock	Price £	Yield %	Yield Rate
"4 Charts" (Lives up to Five Years)										Undated										3/3 Greek 7ec. Acc.									
1984 99.95/100.00	Stock	99.95	—	—	1984 47.10/48.00	Stock	44.70	—	—	1984 45.45/45.50	Stock	44.45	—	—	1984 77.75/77.80	Stock	77.75	—	—	1984 2.75/3.50	Stock	2.75	—	—	1984 77.75/77.80				
1984 99.95/100.00	Stock	99.95	—	—	1984 11.50/11.60	Stock	11.50	—	—	1984 57.70/58.30	Stock	57.70	—	—	1984 63.00/63.50	Stock	63.00	—	—	1984 3.50/4.50	Stock	3.50	—	—	1984 76.50/76.50				
1984 99.95/100.00	Stock	99.95	—	—	1984 9.50/9.50	Stock	9.50	—	—	1984 42.10/42.50	Stock	42.10	—	—	1984 140.50/140.50	Stock	140.50	—	—	1984 15.00/16.50	Stock	15.00	—	—	1984 106.50/106.50				
1984 99.95/100.00	Stock	99.95	—	—	1984 3.50/3.50	Stock	3.50	—	—	1984 22.60/22.80	Stock	22.60	—	—	1984 131.10/131.10	Stock	131.10	—	—	1984 11.50/12.50	Stock	11.50	—	—	1984 11.50/12.50				
1984 99.95/100.00	Stock	99.95	—	—	1984 10.50/10.70	Stock	10.50	—	—	1984 22.20/22.40	Stock	22.20	—	—	1984 101.40/101.40	Stock	101.40	—	—	1984 14.50/14.50	Stock	14.50	—	—	1984 14.50/14.50				
1984 99.95/100.00	Stock	99.95	—	—	1984 10.10/10.30	Stock	10.10	—	—	1984 22.00/22.20	Stock	22.00	—	—	1984 101.20/101.20	Stock	101.20	—	—	1984 14.30/14.30	Stock	14.30	—	—	1984 14.30/14.30				
1984 99.95/100.00	Stock	99.95	—	—	1984 9.70/9.70	Stock	9.70	—	—	1984 21.80/22.00	Stock	21.80	—	—	1984 101.00/101.00	Stock	101.00	—	—	1984 14.10/14.10	Stock	14.10	—	—	1984 14.10/14.10				
1984 99.95/100.00	Stock	99.95	—	—	1984 9.50/9.50	Stock	9.50	—	—	1984 21.60/21.80	Stock	21.60	—	—	1984 100.80/100.80	Stock	100.80	—	—	1984 14.00/14.00	Stock	14.00	—	—	1984 14.00/14.00				
1984 99.95/100.00	Stock	99.95	—	—	1984 9.30/9.30	Stock	9.30	—	—	1984 21.40/21.60	Stock	21.40	—	—	1984 100.60/100.60	Stock	100.60	—	—	1984 13.90/13.90	Stock	13.90	—	—	1984 13.90/13.90				
1984 99.95/100.00	Stock	99.95	—	—	1984 9.10/9.10	Stock	9.10	—	—	1984 21.20/21.40	Stock	21.20	—	—	1984 100.40/100.40	Stock	100.40	—	—	1984 13.80/13.80	Stock	13.80	—	—	1984 13.80/13.80				
1984 99.95/100.00	Stock	99.95	—	—	1984 8.90/8.90	Stock	8.90	—	—	1984 21.00/21.20	Stock	21.00	—	—	1984 100.20/100.20	Stock	100.20	—	—	1984 13.70/13.70	Stock	13.70	—	—	1984 13.70/13.70				
1984 99.95/100.00	Stock	99.95	—	—	1984 8.70/8.70	Stock	8.70	—	—	1984 20.80/21.00	Stock	20.80	—	—	1984 100.00/100.00	Stock	100.00	—	—	1984 13.60/13.60	Stock	13.60	—	—	1984 13.60/13.60				
1984 99.95/100.00	Stock	99.95	—	—	1984 8.50/8.50	Stock	8.50	—	—	1984 20.60/20.80	Stock	20.60	—	—	1984 99.80/99.80	Stock	99.80	—	—	1984 13.50/13.50	Stock	13.50	—	—	1984 13.50/13.50				
1984 99.95/100.00	Stock	99.95	—	—	1984 8.30/8.30	Stock	8.30	—	—	1984 20.40/20.60	Stock	20.40	—	—	1984 99.60/99.60	Stock	99.60	—	—	1984 13.40/13.40	Stock	13.40	—	—	1984 13.40/13.40				
1984 99.95/100.00	Stock	99.95	—	—	1984 8.10/8.10	Stock	8.10	—	—	1984 20.20/20.40	Stock	20.20	—	—	1984 99.40/99.40	Stock	99.40	—	—	1984 13.30/13.30	Stock	13.30	—	—	1984 13.30/13.30				
1984 99.95/100.00	Stock	99.95	—	—	1984 7.90/7.90	Stock	7.90	—	—	1984 20.00/20.20	Stock	20.00	—	—	1984 99.20/99.20	Stock	99.20	—	—	1984 13.20/13.20	Stock	13.20	—	—	1984 13.20/13.20				
1984 99.95/100.00	Stock	99.95	—	—	1984 7.70/7.70	Stock	7.70	—	—	1984 19.80/20.00	Stock	19.80	—	—	1984 99.00/99.00	Stock	99.00	—	—	1984 13.10/13.10	Stock	13.10	—	—	1984 13.10/13.10				
1984 99.95/100.00	Stock	99.95	—	—	1984 7.50/7.50	Stock	7.50	—	—	1984 19.60/19.80	Stock	19.60	—	—	1984 98.80/98.80	Stock	98.80	—	—	1984 13.00/13.00	Stock	13.00	—	—	1984 13.00/13.00				
1984 99.95/100.00	Stock	99.95	—	—	1984 7.30/7.30	Stock	7.30	—	—	1984 19.40/19.60	Stock	19.40	—	—	1984 98.60/98.60	Stock	98.60	—	—	1984 12.90/12.90	Stock	12.90	—	—	1984 12.90/12.90				
1984 99.95/100.00	Stock	99.95	—	—	1984 7.10/7.10	Stock	7.10	—	—	1984 19.20/19.40	Stock	19.20	—	—	1984 98.40/98.40	Stock	98.40	—	—	1984 12.80/12.80	Stock	12.80	—	—	1984 12.80/12.80				
1984 99.95/100.00	Stock	99.95	—	—	1984 6.90/6.90	Stock	6.90	—	—	1984 19.00/19.20	Stock	19.00	—	—	1984 98.20/98.20	Stock	98.20	—	—	1984 12.70/12.70	Stock	12.70	—	—	1984 12.70/12.70				
1984 99.95/100.00	Stock	99.95	—	—	1984 6.70/6.70	Stock	6.70	—	—	1984 18.80/19.00	Stock	18.80	—	—	1984 98.00/98.00	Stock	98.00	—	—	1984 12.60/12.60	Stock	12.60	—	—	1984 12.60/12.60				
1984 99.95/100.00	Stock	99.95	—	—	1984 6.50/6.50	Stock	6.50	—	—	1984 18.60/18.80	Stock	18.60	—	—	1984 97.80/97.80	Stock	97.80	—	—	1984 12.40/12.40	Stock	12.40	—	—	1984 12.40/12.40				
1984 99.95/100.00	Stock	99.95	—	—	1984 6.30/6.30	Stock	6.30	—	—	1984 18.40/18.60	Stock	18.40	—	—	1984 97.60/97.60	Stock	97.60	—	—	1984 12.20/12.20	Stock	12.20	—	—	1984 12.20/12.20				
1984 99.95/100.00	Stock	99.95	—	—	1984 6.10/6.10	Stock	6.10	—	—	1984 18.20/18.40	Stock	18.20	—	—	1984 97.40/97.40	Stock	97.40	—	—	1984 12.00/12.00	Stock	12.00	—	—	1984 12.00/12.00				
1984 99.95/100.00	Stock	99.95	—	—	1984 5.90/5.90	Stock	5.90	—	—	1984 18.00/18.20	Stock	18.00	—	—	1984 97.20/97.20	Stock	97.20	—	—	1984 11.80/11.80	Stock	11.80	—	—	1984 11.80/11.80				
1984 99.95/100.00	Stock	99.95	—	—	1984 5.70/5.70	Stock	5.70	—	—	1984 17.80/18.00	Stock	17.80	—	—	1984 97.00/97.00	Stock	97.00	—	—	1984 11.60/11.60	Stock	11.60	—	—	1984 11.60/11.60				
1984 99.95/100.00	Stock	99.95	—	—	1984 5.50/5.50	Stock	5.50	—	—	1984 17.60/17.80	Stock	17.60	—	—	1984 96.80/96.80	Stock	96.80	—	—	1984 11.40/11.40	Stock	11.40	—	—	1984 11.40/11.40				
1984 99.95/100.00	Stock	99.95	—	—	1984 5.30/5.30	Stock	5.30	—	—	1984 17.40/17.60	Stock	17.40	—	—	1984 96.60/96.60	Stock	96.60	—	—	1984 11.20/11.20	Stock	11.20	—	—	1984 11.20/11.20				
1984 99.95/100.00	Stock	99.95	—	—	1984 5.10/5.10	Stock	5.10	—	—	1984 17.20/17.40	Stock	17.20	—	—	1984 96.40/96.40	Stock	96.40	—	—	1984 11.00/11.00	Stock	11.00	—	—	1984 11.00/11.00				
1984 99.95/100.00	Stock	99.95	—	—	1984 4.90/4.90	Stock	4.90	—	—	1984 17.00/17.20	Stock	17.00	—	—	1984 96.20/96.20	Stock													

COMMODITIES AND AGRICULTURE

Ivory Coast to continue cocoa withholding policy

By David Blackwell

THE IVORY COAST, the world's biggest cocoa producing country, is this season to continue with its policy of withholding its crop from the world market in order to push up prices.

The announcement, made at the weekend, helped to push cocoa prices higher on the London Futures and Options Exchange (Fox) yesterday morning. By the close, three-month cocoa was \$54 a tonne, a rise of \$14 on last Friday.

The Ivory Coast launched its withholding policy for the 1987-88 cocoa year, ended September 30, when prices tumbled in spite of purchases by the International Cocoa Organisation (ICCO) to top up its buffer stock. The buffer stock reached the maximum permissible level of 250,000 tonnes in February.

The ICOO agreement is now paralysed. Talks last month failed to agree on a level of prices to be defended, and in addition the organisation is fast running out of funds.

Earlier this month President Houphouet-Boigny ruled that the Ivory Coast, now under constant pressure to reduce its foreign debt, would not cut the price it pays its peasant farmers to produce cocoa for the 1988-89 season. This is despite the fact that world prices are about 450 CFA francs a kilogram while the cost to the Caisat, the Ivory Coast marketing board, is about 700 CFA francs a kilogram.

Since then France has promised to help the country financially if an acceptable solution can be found. But it is far from genuine concessions from the Ivory Coast, although not necessarily on the cocoa price alone.

There is no doubt that the Ivory Coast's policy is working in the short-term, for the top quality cocoa is in great demand from Western chocolate manufacturers. Ivory Coast cocoa already in European warehouses commands a premium of \$400 a

tonne, or 50 per cent of the market price.

However, the Ivory Coast is heading for a fourth consecutive record crop for 1988-89. Some estimates are for more than 700,000 tonnes. Last season produced 640,000 tonnes.

While consumption is increasing, it is not growing anything like enough to soak up the increase in world cocoa production. And Western consumers are now looking at ways of using more Malaysian cocoa, which is cheap and widely available, although it has a higher acid content and is not so suited to Western tastes.

Prices on the futures market have not fallen as fast as analysts were predicting after the failure of September's ICOO talks, although some still expect \$500 a tonne in the New Year.

There are so many stories and rumours — so many conflicting — that it is difficult to see the wood for the trees, said one analyst yesterday.

Talks begin on tin sales curbs

THE ASSOCIATION OF Tin Producing Countries began a two-day meeting in the Nigerian capital yesterday determined to control supplies and to persuade non-members Brazil and China to join the association, reports Reuter from Abuja.

Mr Bunu Sheriff Musa, Nigeria's Mines, Power and Steel Minister, said in his opening address that the main concern of the meeting would be to review supply controls aimed at countering problems of low world demand.

Existing controls run out in February 1989 but delegates said they were confident an extension of six or 12 months would be agreed.

Low tin consumption and the activities of non-member countries were also problems to be faced, Mr Musa said, adding that efforts would continue to try to persuade China and Brazil to join the ATPC.

"From my own point of view anybody who wishes a quick recovery from our predicament should co-operate because to do the contrary would be a disaster for all of us," Mr Musa said later.

The 7-member group agreed export controls for 1987-88 and, after prices fell sharply in a glutted market following the collapse of the International Tin Council price support in October 1985, it agreed to limit exports to 96,000 tonnes in 1987-88 and 101,900 tonnes in 1988-89. Non-members Brazil and China also agreed to export curbs.

But Brazil — which expects to produce 40,000 tonnes of tin in 1988 — is believed to be seeking an increase in its quota, which is 26,500 tonnes for 1986-89. Mr Musa said specific country quota allocations would be discussed in Abuja. "Prices have slumped down to about half of what they should

be and there is too much stock overhanging," he added.

The ATPC has estimated present stocks at around 40,000 tonnes and wants to cut that figure to 20,000.

A senior official in the association's secretariat, said most of the issues had already been thrashed out during a meeting of the ATPC Executive Council last week and there was a general consensus on what needed to be done.

Brazil and China are attending the ministerial conference as observers.

"We intend at this meeting to make our case again for them to become formal members. They may have their difficulties but we would like to hear from them what stops them from being members," Mr Musa said.

A member of the Chinese delegation said: "Each country has its priority and right now it is not the priority of China to join the association."

The ATPC comprises Malaysia, Indonesia, Thailand, Australia, Zaire, Bolivia and Nigeria.

China in Pakistan copper mine deal

AFTER 15 years of negotiations with western companies, the Pakistani Government has signed an agreement with the China Metallurgical Construction Corporation (MCC), to develop Saindak Copper Mines, Pakistan's biggest mineral project, writes Christina Lamb in Islamabad. The Chinese first showed an

interest in the project last year after Pakistan had declined an offer from a consortium of Romanian, Finnish and French companies to develop the mine on a turnkey basis.

The mine is expected to produce 15,810 tonnes copper, 1.6 tonnes of gold and 2.7 tonnes of silver a year, as well as providing 1,000 jobs in the underdeveloped area of Baluchistan.

Resource Development Cor-

Turkish farmers look towards Europe

AYDIN ERKAN owns 150 acres in and around the village of Osmancik in western Turkey. He supervises a further 350 acres in the same area for various relatives who have inherited parcels of land because Turkish law insists that property be divided between the children in a family.

A few generations back Mr Erkan's family owned 15,000 acres but now it has been split up. As he concedes, Turkish farms are becoming smaller each year as a result of the Moslem-inspired law. A census in 1980 revealed that 80 per cent of all agricultural holdings in Turkey were less than 2 acres and land reform is one of the main reasons for the children's major problems.

But Mr Erkan's personal economy was, he admitted, not too bad. His farm contrasts sharply with those of the many peasants who scratch a living from the plots on the hills above the valley. He grows American hybrid varieties of maize which normally yield up to 4 tonnes per acre, a creditable yield by any standard.

Mr Erkan ignored it, presumably out of politeness. For although he looks European and spoke cultured English, learned at an English public school, he is a Moslem and 97 per cent of his country is in Asia. Only Thrace, the relatively small area to the west of Istanbul and the Bosphorus, is in Europe.

A descendant of Turkish aristocracy — he can trace his ancestry back through the period of the Ottoman Empire to the 13th century — Mr Erkan is tall, bespectacled and wears a modest moustache. He told me about his farming alongside the Menderes river, which, because of its ever

changing direction along the wide valley, was the origin of the word meander.

The soil is alluvial, deep and very fertile. It can also be flood-irrigated from the river and the Turkish Government is half way through major engineering works to improve access to the water via a network of new canals. As with many other similar projects across Turkey, including one in southern Anatolia claimed to be as big as Holland, completion is being delayed by severe problems in the economy. Indeed the high cost of such ambitious projects is one of the main reasons for the intelligent. We may live at the gateway to the orient but we feel and behave like Europeans," he said.

In spite of economic, cultural and religious differences, however, Mr Erkan is enthusiastic for Turkey to join the EC. And he claims that view is shared by the majority of Turkish citizens, particularly the intelligent. "We may live at the gateway to the orient but we feel and behave like Europeans," he said.

The decision on whether Turkey is to be allowed to join is, according to Mr Claude Cheysson, the EC Commissioner for Mediterranean policy, likely to be made during the first half of 1989. That decision will, of course, be made more for defence and political reasons than because of agricultural considerations. And the pressure is building up.

Around 50 per cent of the country's 83m population lives in rural areas and relies on agriculture for its livelihood.

There is no unemployment benefit, indeed no proper infrastructure through which to administer such payments even supposing the economy could afford them. Jobless and landless peasants migrate to towns in the often vain hope of employment in industry, which, although claimed by

the Government to be expanding at 6 per cent to 7 per cent annually, is unable to absorb them.

Mr Erkan employs 4 permanent staff on his 150 acres. The foreman who is left in charge of the farm during the least busy periods of the year when Mr Erkan joins his wife at their home in Istanbul, 350 miles to the north, is paid about \$100 per month "plus a lot of benefits in kind." The other three men who drive tractors and generally work

FARMER'S VIEWPOINT



By David Richardson

to have the option of harvesting his cotton by machine to eliminate the necessity of employing women for the seasonal work. At the moment, however, the Turkish Government is discouraging the introduction of machine-picking by fiscal and other means to try to limit rural unemployment.

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the land receive \$40 to \$50 per month net of tax. Needless to say the cost of living in rural Turkey is very low by European standards.

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As Mr Erkan remained me, Mr Kemal Ervan, the Turkish President, speaking in Germany a few days ago, made a veiled threat that if Turkey was not accepted into the EC his Government might have to look again to the East and to a union of Islam.

But while the President travels abroad pursuing Turkey's international ambitions Mr Turgut Ozal, the Prime Minister, is preoccupied with a growing crisis in the domestic economy. Inflation is running at 81.5 per cent; interest rates were last week pegged at 55 per cent; forecasts indicate that the 1988 budget deficit will be US\$2.4bn — double the target; and the value of shares on the Istanbul Stock Exchange has fallen by 20 per cent since the beginning of October.

be and there is too much stock overhanging," he added.

The ATPC has estimated present stocks at around 40,000 tonnes and wants to cut that figure to 20,000.

A senior official in the association's secretariat, said most of the issues had already been thrashed out during a meeting of the ATPC Executive Council last week and there was a general consensus on what needed to be done.

Brazil and China are attending the ministerial conference as observers.

"We intend at this meeting to make our case again for them to become formal members. They may have their difficulties but we would like to hear from them what stops them from being members," Mr Musa said.

A member of the Chinese delegation said: "Each country has its priority and right now it is not the priority of China to join the association."

The ATPC comprises Malaysia, Indonesia, Thailand, Australia, Zaire, Bolivia and Nigeria.

Chicago grain prices tumble

By Deborah Hargreaves in Chicago

CHICAGO'S GRAIN futures markets tumbled for the third day in succession yesterday as the Midwest maize harvest came to an end and farmers started selling some of their drought-depleted crops.

In addition, futures traders at the Chicago Board of Trade have been nervous about export demand in the past couple of days following the break-down of this month's talks in London about a new grain trading agreement between the US and the Soviet Union.

The rumoured rejection last week of a US maize shipment to the Soviet Union had originally sent the grain market plunging. But, although the rejection was denied — it was rumoured to have been made because the grain was found to be contaminated with a cancer-causing mould called aflatoxin — futures prices showed no sign of recovering yesterday.

"There's been a massive movement out of the market

and a general bearish feeling," says Mr Steve Freed, grain analyst at Chicago brokerage firm, Dean Witter.

A lot of the selling in the grain markets has been for technical reasons, traders say, and further pressure has resulted from the outlook for better grain crops than had been expected in South American countries and a generally negative feeling on export demand.

We are starting to re-evaluate our forecasts for export demand," explains Mr Bruce Nathanson, an analyst at Limmco Futures, "there isn't a huge amount of business pending."

Traders had been expecting that the maize and wheat markets would continue to be buoyed by exports this autumn. Maize shipments to the Soviet Union reached 4.4m tonnes in the last couple of months — close to a 30 per cent increase on last year's level.

However, export prospects

have been dampened by the failure of US and Soviet authorities to agree to an extension of the five-year grain accord and Moscow has moderated its hitherto aggressive presence in the Chicago markets.

In addition, rains last weekend in Brazil and Argentina are expected to lead to an improvement in South American crops of maize and soybeans.

Traders have been watching those growing areas carefully in the wake of the US drought and fear that producers will be forced to make up for the shortfall in the US

The prospect of increased exports had been supporting grain prices, at a time when, by tradition, they should be declining as the harvest is completed.

"It looks miserable right now," groans Mr Nathanson, "what's more, commodities are off across the board and that's affecting us too."

Cattle futures jittery as feedlot numbers decline

By Deborah Hargreaves

LIVE CATTLE futures prices were jittery on the Chicago Mercantile Exchange yesterday as the market struggled to find some direction in response to a Government cattle report that was released late on Friday.

The US Department of Agriculture's report showed a sharp decline in the number of cattle being fattened for slaughter in feedlots, where they are held for four to five months. The number of feedlot cattle dropped 5 per cent from a year ago to 8.6m head in the third quarter — in 18 major producing states.

The decrease in cattle held for fattening was accompanied by a record 6.5m head of cattle sent to market in the third quarter — a 2 per cent rise from a year ago.

The report shows the continuing effect of last summer's US drought on the cattle market, with breeders reluctant to hold cattle for fattening as their feed costs

have risen along with strong grain prices. This impact will work its way down the cycle into next year, when the lower numbers of fattened cattle reach the market, according to Mr Tom Morgan, who runs Sterling Research, a commodities analysis firm.

Mr Morgan is confident this will boost cattle prices over the long term and could even mean a rise in the price of beef for consumers next year. But the futures price has not yet found a clear direction.

Cattle futures, which often move in an opposite direction to grain prices, were responding partly to falling maize prices yesterday. Traders believe that lower maize prices will encourage breeders to keep more cattle for fattening in coming months.

However, with cattle futures trading at a large premium to the Midwest cash price for cattle, futures are under some short-term pressure.

WORLD COMMODITIES PRICES

US MARKETS

A STEADY DOLLAR and much lower crude oil prices kept the metal markets lower, reports Drexel Burnham Lambert. Gold and copper posted the largest declines. December gold fell \$2.70 with trade selling seen.

Profit-taking in copper sent prices down 300. Silver trading was quiet. In the softs, cocoa futures had an active session as speculative and trade buying rallied prices. Rollovers from March contracts was also featured in the market. Sugar prices rose slightly as commission houses were buyers above the 10 cent level. Origin selling in coffee sent prices down over 150. In the meat markets, trading was brisk despite Friday's rainfall report. Pork bellies posted the largest gain advancing over 150 points. The grain markets also started the week with heavy volume. Soyabeans and maize were both down sharply as commercial selling was seen throughout the session. In cotton trading, commission house activity kept prices higher as last week's rally continued. The energy markets were the day's biggest disappointment as crude oil prices fell over \$1. OPEC countries announced that no production cuts will be made.

COPPER 50,000 lbs/tonne/cent/bbl

Close Previous High/Low

COPRO OIL (Light) 42,000 US galls/tonne

Close Previous High/Low

HEATING OIL 42,000 US galls/tonne/cent/bbl

Close Previous High/Low

SOYABEANS 5,000 lbs/mic/cents/605 bushel

Close Previous High/Low

Chicago

Close Previous High/Low

LONDON METAL EXCHANGE (Prices supplied by Amalgamated Metal Trading)

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

مَنْ لَمْ يَأْتِ بِهِ بَلَى

Continued on Page 51

NYSE COMPOSITE PRICES

OVER-THE-COUNTER

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AMERICA

Dow drifts lower in wait for latest economic data

Wall Street

AFTER marking the first anniversary of the October global crash with a surge to a new post-crash peak, trading turned cautious once again yesterday, writes *Janet Baker* in New York.

At 2,000, the Dow Jones Industrial Average was quoted 4.80 points lower at 2,178.70 compared with last Friday's post-crash closing high of 2,183.50. Earlier, the index stood 12 points lower. Volume was moderately active with 96m shares changing hands by midsession.

The key economic indicator due this week is third quarter US gross national product together with the implicit price deflator scheduled for release tomorrow. Forecasts suggest that GNP grew by more than 3 per cent in the third quarter and that the deflator jumped by more than 4 per cent.

Also due this week are personal income and expenditure figures scheduled for release on Thursday. Otherwise, the stock market is likely to move to progress in the market, which appeared to do a bit of a turn-around yesterday, the dollar, which has looked particularly vulnerable recently, and oil prices.

Crude oil futures traded sharply lower yesterday as dealers responded to the inconclusive break-up of the joint meeting of the price monitoring and long-term strategy committees of the Organisation of Petroleum Exporting Countries.

ASIA PACIFIC

Investors await action on tax front

Tokyo

INVESTORS were not ready yesterday to take an active interest in the equity market and trading followed a typically sluggish Monday course, writes *Michio Nakamoto* in Tokyo.

The Nikkei average fell a modest 57.03 to close at 27,281.54 in thin turnover of 54m compared with 1,040bn on Friday. The day's high was 27,377.85 and the low 27,258.07, and falls led advances by 464 to 336, with 188 issues unchanged.

The TOPIX index of all listed shares lost 7.67 to 2,111.24. In later trading in London the ISE/Nikkei 50 index rose 2.27 to 1,728.55.

Institutional investors in particular are showing a lack of interest in equities, according to Mr Norio Watanabe, director of Credit Suisse Investment Advisory. Trust funds are said to have been losing subscribers since August and this has been behind the marked decline in trading.

In turn, dealers are said to be focusing on medium-sized issues that are not held by trust funds and are therefore less likely to be sold off quickly on profit-taking. Blue chips, which make up a large portion of the trust funds, are therefore performing badly.

Mr Watanabe believes interest is not likely to be renewed until there is some development over the proposed capital gains tax. Discussions are currently being stalled by the Recruit share sale scandal involving several prominent politicians.

Other analysts still feel there is the possibility of a rally that will take the Nikkei to a new high as soon as new incentives appear. "Participants are waiting to see who will take the lead," says Mr Makoto Mat-

Oil companies, several of which announced quarterly results yesterday, weakened in response to lower oil prices. Exxon, which announced third quarter net earnings of 93 cents a share compared with 75 cents, dipped 5% to \$45.75. Atlantic Richfield slipped 3% to \$32 in spite of sharply higher earnings in the third quarter of \$2.1 a share compared with \$1.71 a year earlier.

The motor for the market in recent weeks has almost exclusively been rampant takeover activity with interest triggered by news of some of the largest prospective deals in history.

However, the prospect of some keenly fought takeover battles did nothing to lift the market yesterday. Kraft signalled its intention to fight the \$90 a share tender offer by Philip Morris. It said that the offer was inadequate and announced that it was developing a recapitalisation plan which would total around \$100 a share, substantially outstripping the Philip Morris bid.

Kraft yesterday jumped 10% to \$102.50 at midsession while Philip Morris added 3% to \$97.4.

The situation of RJR Nabisco took another turn yesterday as Wall Street leveraged buy-out specialists Kohlberg Kravis Roberts said it was willing to pay \$90 a share for the company, but that the management had considered offering a part of its planned buy-out. RJR Nabisco yesterday jumped 9% to \$85.50 at midsession and was the most actively traded stock on the New York Stock

Exchange. Among other featured individual stocks yesterday was West Point-Pepperell, the sheets and towels manufacturer, which jumped 94% to \$49.00 on news that Farley, owner of the Fruit of the Loom underwear line, is offering \$4.00 a share for the company.

Chicago Pacific, the manufacturer of household appliances, surged 113% to \$57.00 after the company announced it had agreed to be taken over by Maytag in a deal worth around \$1bn. Maytag will begin a cash tender offer for about 40 per cent of Chicago Pacific at \$60 a share.

Federal Express slipped 1% to \$49.00 on reports that its competitor United Parcel Service had begun a round of price cuts in its air freight service and introduced volume discounts for the first time.

Canada

LOWER oil and gold prices took Toronto stocks lower in moderate trading, with the composite index off 4.5 at 3,424 at midsession.

Indo reported higher earnings but fell 0.8% to C\$86.50. Southam jumped 0.1% to C\$9.00 after agreeing to sell its stake in Starfire, up 0.1% at C\$44.4. Maclean Hunter is buying the stake and its Class X shares were unchanged at C\$18.00.

Among golds, Placer Dome lost C\$0.10 to C\$15.75 and Corona slipped C\$0.10 to C\$8.50.

EUROPE

Bullish banking news kicks Madrid into life

SPANISH stocks were the best performers in a sluggish Europe yesterday, with most bourses continuing their bather after recent gains, writes *Our Markets Staff*.

MADRID saw strong demand for bank stocks as their reporting week kicked off, and results from Banesto and to Banco Popular and Banco Hispano.

The general index climbed 4.34 to 291.86 and some renewed foreign buying was seen, according to one analyst, who said the 300-level in the index was now back in sight in the short-term.

Banesto, reporting a 37 per cent jump in annual consolidated pre-tax profits, rose 1.5 percentage points to 1,075 per cent of nominal market value. Hispano reported 29.5 and to 865 per cent of par and Popular 2.5% to 1,086.20 and 1,086.20 to 1,086.20.

Perrier, which had built up a big exposure to the US suffered in the downturn, with cars at the forefront. BMW fell DM6 to DM52.50 and Daimler lost DM4.20 to DM7.88. VW, which was said by a German newspaper to be considering pulling out of South America, shed DM5 to DM300. Chemicals were also weaker, and analysts said expectations of higher annual dividends were now fully built into the prices of the big three.

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Perrier fell back, losing DM10 to DM1.245, after an Irish court ruled in its favour on Friday regarding an oral

agreement by FII Fyffes to sell its 20 per cent stake in Distillers to Pernod.

Continued rumours of a possible takeover or management buy-out pushed optical printing group Essilor to a new high for the year, up FF114.90 to FF13.52, with over 17,500 shares dealt.

The CAC General index was steady at 389.1 and the OMP 50 index finished the session up 1 at 402.67. Volumes were estimated to be below FF12bn worth of shares, after last week's average around FF12.50.

FRANKFURT saw trading activity dry up as foreign investors stayed away and the strength of the D-Mark both against the dollar and within the European Monetary System dampened local enthusiasm.

Société Générale was a talking point after Mr Georges Peureau, former CGE chairman, said he had built up a 9.16 per cent stake. The stock added FF223 to FF2305 as confirmation of a break-up of the hard core shareholdings in private.

Turnover shrank to a very low DM2.1bn worth of domestic shares and both main indices closed easier, with the FAZ at 1,035 down 4.18 at 500.18 and the DAX real time index of 5.50 to 1,022.25.

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Banks remained under pres-

sure from the possibility that the Government will end tax credits on their developing country loan loss provisions.

There was a preliminary meeting between the big banks and finance ministry officials to discuss the issue. Deutsche Bank lost DM450 to DM530, but Bayerische Vereinsbank moved up DM8 to DM878 against the trend on a medium-sized buy order.

AMSTERDAM was little changed on the day in quiet trading, with the CBS all-share index off 0.3 at 99.5.

Royal Dutch shed F12 to F12.27 on the falling price of crude. Unilever was one of the few actively traded stocks, adding F1.38 to F11.77.0, and one analyst said investors could be switching out of Unilever PLC and into Unilever NV because of worries about the UK market.

STOCKHOLM was active with turnover reaching NKR3.8bn boosted by the Government's proposals for wide-ranging tax reforms. Bank shares were particularly firm on a central bank statement that European Community integration would encourage deregulation of the credit market. The Aktiengården index rose 0.2 to 942.

BRUSSELS had a thin session on the last day of the fortnightly trading period, with the cash index up 6.44 at 5,328.67. Luxembourg-based steelmaker Arbed added BP10.00 to BP13.81 as 35,600 shares changed hands.

OSLO closed mostly lower in active trading with the all-share index off 2.33 at 257.58.

Keeping in step with the big one

Patrick Harverson charts the early life of the newest Japanese index

The ISE/Nikkei 50 index, launched in July, is proving a useful, if at times complicated, guide to the performance of 50 blue chip Japanese equities traded in London and Tokyo.

Designed in part to draw attention to the growing importance of London as the prime market for Japanese equities traded outside Japan, the property group, had gone bankrupt. This unsettled Japanese shares traded on Seag International in London and the ISE/Nikkei closed nearly 10 points down on the day, a sizeable fall by its standards, although only 0.6 per cent. The following day the Nikkei closed 136 lower in Tokyo, although the fall was attributed to other factors and the bankruptcy had only a limited impact.

More often than not the ISE/Nikkei 50 faithfully tracks the Nikkei 225 in Tokyo. Like the servants of royalty, it follows its master a few discreet steps behind. Yet there are occasions when news will break in London while Tokyo is closed, giving UK market makers and

investors a head start on their Japanese counterparts.

An example of London splashing out on its own came on October 13, when news broke after the close of trading in Japan that Nihon Land, the property group, had gone bankrupt. This unsettled Japanese shares traded on Seag International in London and the ISE/Nikkei closed nearly 10 points down on the day, a sizeable fall by its standards, although only 0.6 per cent. The following day the Nikkei closed 136 lower in Tokyo, although the fall was attributed to other factors and the bankruptcy had only a limited impact.

The first four months of the index have not passed without a few teething problems. Two months after the ISE/Nikkei was launched, the ISE noticed that the index always opened down at 3 points on the closing value in Tokyo, regardless of market conditions.

When the ISE approached

market makers, it discovered that the discrepancy was down to the 0.5 per cent tax for which London's dealers are liable when selling stock in Tokyo. To make up for this levy, London market makers

were quoting a lower bid price than they should have been under normal market conditions, which had the effect of bringing down the mid-price. The ISE uses the mid-price to calculate the index, and the distortions caused by the deliberately depressed bid price fed through each morning to the ISE/Nikkei index.

To eradicate the problem the ISE adjusted its calculation of the ISE/Nikkei to take the tax into account. The ISE has since made other, small adjustments to the calculation of the index, mostly because of share splits, but it has no plans to make any significant changes to the ISE/Nikkei 50 until its first comprehensive review next January.

BOWATER INCORPORATED

NINE MONTHS RESULTS

	9 months ended 1 Oct 88	9 months ended 28 Sept 87	Change from 28 Sept 87
SALES	US\$ 1,043.1m	US\$ 881.8m	+ 18.3%
INCOME BEFORE TAX	US\$ 221.2m	US\$ 110.7m	+ 99.9%
NET INCOME	US\$ 118.8m	US\$ 51.6m	+ 130.3%
EARNINGS PER SHARE*	US\$ 3.16	US\$ 1.35	+ 134.1%

* Net income used in the calculation of earnings per share has been reduced by the dividend requirement of the LIBOR preference stock.

- ★ Nine months earnings up 130%
- ★ Biggest gain in operating income came from the coated paper business
- ★ Newsprint sales - at 47% of total - were up 13 per cent and operating income up 46%, despite month's down time on largest machine for rebuild

Chairman and Chief Executive A. P. Gammie: "With anything like normal consumption of newsprint during the fourth quarter and the robust demand for our coated paper and market pulp, we do not see anything likely to interrupt the steady course of 1988 which already is the best year in our history."



BOWATER

Bowater Incorporated of Darien, Connecticut, is the largest producer of newsprint in the USA, and a manufacturer of coated publication paper, bleached kraft market pulp and continuous computer forms.

NATIONAL AND REGIONAL MARKETS	FRIDAY OCTOBER 21 1988			THURSDAY OCTOBER 20 1988			DOLLAR INDEX			
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	US Dollar Index	Pound Sterling Index	Local Currency Index	1988 High	1988 Low	Year ago (approx)
Australia (91)	149.46	-0.2	125.73	121.53	4.09	149.70	125.89	121.07	121.73	91.16
Austria (17)	92.32	+1.0	80.18	88.44	2.43	92.35	79.34	88.18	88.18	86.24
Belgium (63)	114.42	+2.1	108.11	107.35	4.24	114.42	107.35	114.42	114.42	111.49
Denmark (39)	143.57	+1.6	120.77	134.49	3.10	143.42	105.47	106.85	126.91	107.04
Finland (26)	123.90</td									